Annual Report 2001/2002

Legal Services Society

British Columbia
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Contents

Message from the Official Trustee 1
Message from the Executive Director 2
Mandate 3
Board of Directors 4
Senior Management 5
Year in Review 6
Performance Report 8
- Application and referral numbers 8
- Unrepresented litigants 8
- Requests for legal information 9
- Public legal education presentations 9

Report on the *LSS Business Plan 2001/2002* 11
- Part A: Mandate and service delivery 11
  - Service improvements 11
  - Service changes 11
  - Improved public legal education services 12
  - Service delivery models 12
  - Aboriginal access to justice services 13
  - Legal services in under-served areas 14
  - Self-help 15
- Part B: Quality assurance 15
  - Improved services to clients 15
  - Improved field office and head office operations 16
  - Improved administrative service delivery 17
- Part C: Fiscal resources 20
  - Recovering expenses 20

Financial Report 2001/2002 21
- Management discussion and analysis 21
  - Revenues 21
  - Expenses 22
  - Future outlook 23
  - History of expenses from 1997/1998 through 2001/2002 23

Financial Statements 2001/2002 25
Appendix 1: Structure 35
Appendix 2: Coverage 39
Appendix 3: Public Legal Education and Information 42
Appendix 4: Tariffs 45
Appendix 5: Financial Eligibility and Client Contributions 46
Appendix 6: Coverage and Eligibility Reviews 48
Appendix 7: Client Confidentiality 48
Appendix 8: Complaints 49
Appendix 9: Application and Referral Statistics 50
Glossary 56
Legal Aid Offices by Region 57
Map of Legal Aid Offices ..... back cover

Message from the Official Trustee

On February 22, 2002, I was appointed Official Trustee for the Legal Services Society (LSS or the Society) by a British Columbia Order in Council to replace the Society's Board of Directors. Under the LSS Act, my obligations are to ensure good governance of the Society and compliance with the act.

With these responsibilities in mind, my first task was to pass a budget in response to the government's legal aid cuts. Finalizing this was a matter of some urgency. For each month the Society delayed implementation of a budget, it would incur an additional $2 million in costs — money that would not be replaced.

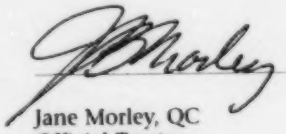
The cuts to LSS funding necessitated establishing a new service delivery model by September 2002. This will have a dramatic effect on the Society. Unfortunately, many committed and talented staff will be laid off by August 30, 2002.

The funding cuts also resulted in the need to reduce the size of the Executive Management Committee (EMC). After eight years of dedicated and excellent service to LSS, David Duncan, the LSS Chief Executive Officer and Executive Director, left the Society. He will be greatly missed.

Faced with the important task of replacing David, I consulted widely with the remaining EMC members and with former LSS board members and chairs, former board tariff committee members and chairs, past and current officials of the Law Society of British Columbia and the Canadian Bar Association, BC Branch, and key members of the Association of Legal Aid Lawyers. My own impressions, and what I was told by those with whom I consulted, convinced me that Mark Benton, then LSS Director, Appeals & Tariff, was the right person for the job. Mark has the confidence of EMC. He is also widely respected outside LSS as highly competent and as someone who can be a leader in refashioning the Society so it can effectively deliver legal aid in the future.

Together with Mark, I have undertaken a Vision-in-Transition project involving internal and external consultations, to be completed in fall 2002. The purpose of this undertaking is to develop a clear vision for the Society in the context of a changing justice system.

One of my goals is to set the foundation for future effective governance when a new board is appointed. I am committed to working with Mark and his team on the renewal process to fashion a Society that will provide effective legal services for those who are economically and otherwise disadvantaged.



Jane Morley, QC
Official Trustee
April 2002

Message from the Executive Director

This was a year of dramatic change for legal aid in British Columbia.

It began with considerable optimism, as the Legal Services Society anticipated maintaining services at the previous year's levels thanks to an increase in provincial government funding. When a new government took office in May 2001, however, a close examination of the province's financial and service priorities followed. In January 2002, the government announced severe cuts to the Society's budget over the next three years, resulting in the need to re-think how access to justice for our clients can be achieved in the context of fiscal restraint.

The major events of the intervening months, the impact they had on this year's operations, and the implications they pose for the future of the Society are discussed throughout this report. I want to acknowledge here the commitment of staff, board members, community organizations, and the legal community to the goals of the Society and their advocacy for maintaining higher levels of government funding for legal aid.

Although demand for legal aid has declined somewhat over the past several years, the fact that the Society provided legal representation and summary advice to more than 160,000 people in 2001/2002 shows that the need for the Society's services remains high. This need is also evidenced by the many thousands of people who received legal information through LSS services.

The top priority — and challenge — for LSS over the next year will be to develop, in consultation with partners in the justice system, new ways to help clients, particularly those who no longer will be eligible for legal representation. The Attorney General has said he wants to discuss with the legal community changes that will ensure the long-term viability of the justice system in BC. LSS will gladly participate in such a discussion on behalf of our clients.

Along with finding different ways to provide legal assistance, the Society's most immediate responsibility is to ensure a new service delivery model is operating by September 1, 2002. This is a difficult task, particularly for staff who will be leaving LSS and its funded offices, and who may feel they are dismantling more than they are building. Nonetheless, it is important to proceed so that the Society can continue serving clients and be in a position to enhance those services down the road.

One of the Society's great strengths has always been the dedication of its workforce to making access to justice a reality for low-income and otherwise disadvantaged people. It was a particularly hard year for staff, many of whom, after weathering months of uncertainty about the future, were confronted with the imminent loss of their jobs and/or programs they had worked hard to build over the past 23 years. Throughout it all, they continued to provide high quality assistance to clients and make progress on important initiatives.

The loss, both to clients and LSS, of so many whose knowledge and years of experience are irreplaceable cannot be underestimated. On behalf of senior management, former board members, Official Trustee Jane Morley, QC, and remaining staff, I sincerely thank all those who are leaving for their contributions over the years.

Special thanks also go to former CEO David Duncan, who provided LSS with dedicated and distinguished service for more than eight years. Under his leadership, the Society achieved international recognition as a leader in the development of legal aid services.

LSS remains grateful to the Law Foundation and the Notary Foundation for ongoing funding, and to private bar lawyers and community advocates for their invaluable services to our clients.

Mark Benton
Executive Director
April 2002

Mandate

As a result of the provincial government's January 2002 decision to reduce LSS funding and change the LSS Act (see page 7), the Society will have a new mandate in 2002/2003. The following mandate therefore applies only to the 2001/2002 fiscal year.

For the 2001/2002 fiscal year, the Legal Services Society Act set out a twofold mandate for LSS: to provide legal representation for eligible applicants and legal education for the people of British Columbia. This mandate is contained in section 3 of the act, which states:

(1) The objects of the society are to ensure that

(a) services ordinarily provided by a lawyer are afforded to individuals who would not otherwise receive them because of financial or other reasons, and

(b) education, advice and information about law are provided for the people of British Columbia.

(2) The society must ensure, for the purposes of subsection (1) (a), that legal services are available for a qualifying individual who meets one or more of the following conditions:

(a) is a defendant in criminal proceedings that could lead to the individual's imprisonment;

(b) may be imprisoned or confined through civil proceedings;

(c) is or may be a party to a proceeding respecting a domestic dispute that affects the individual's physical or mental safety or health or that of the individual's children;

(d) has a legal problem that threatens

(i) the individual's family's physical or mental safety or health,

(ii) the individual's ability to feed, clothe and provide shelter for himself or herself and the individual's dependents, or

(iii) the individual's livelihood.

Vision statement

In January 2001, the LSS Board of Directors invited staff to submit entries to a vision statement contest. The goal was to find a brief expression, consistent with the Society's mission statement, core values, and strategic goals, that would reflect where LSS wants to be three to five years from now. In May 2001, the board adopted the entry submitted by Director Kathy Marshall and staff at the Maple Ridge community law office as the Society's new vision statement: *Justice — Equal Access for All.*

Board of Directors

LSS was created in 1979 by the Legal Services Society Act, which merged the Legal Aid Society and the Legal Services Commission. LSS is an independent, non-profit organization managed by a Board of Directors.

For the 2001/2002 fiscal year, the act authorized the following bodies to make appointments to the Society's board:

- The Lieutenant Governor in Council, on the recommendation of the Attorney General, appoints five directors, of whom no more than three can be lawyers.
- The Law Society of British Columbia, after consulting with the Canadian Bar Association, BC Branch, appoints five directors.
- The BC Association of Community Law Offices (BCACLO) and the Native Community Law Offices Association of British Columbia (NCLOABC) appoint two directors each and one jointly.

Under section 19 of the LSS Act the "Lieutenant Governor in Council may appoint an official trustee to manage the property and conduct the affairs of the society if, in the opinion of the Lieutenant Governor in Council, the appointment is in the public interest and is required to ensure continued and effective delivery of legal aid."

Under this provision, Official Trustee Jane Morley, QC, was appointed for a one-year term on February 22, 2002. She then assumed all the powers of the board (see page 7).

Until February 22, 2002, the following were members of the Board of Directors:

Appointed by the Lieutenant Governor in Council

Kathleen Cook (Lac La Hache)
John Ewens (Kelowna)
Bruce Hardy (Vancouver)
Mary McGrath, QC (Sidney)
Rashpal (Palo) K. Sall (Port Alberni)

Appointed by the Law Society of British Columbia

D. Geoffrey G. Cowper, QC (Vancouver)
Grant J. Gray (Port Coquitlam)
Kenneth J. Learn (Burnaby)
Terrence L. Robertson, QC (Vancouver, from May 2001)
Barbara J. Yates, QC (Victoria)

Appointed by the BCACLO and NCLOABC

Judith Doulis (Vancouver)
Barry Nordin (Quesnel)
Leonie Rivers (North Vancouver)
Rosalee Tizya (Vancouver)
Sandi Tremblay, Chair (Powell River)

Former board member Pinder Cheema's term expired during the 2001/2002 fiscal year.

Committees

Standing board committees this year were: Alternate Resource and Revenue, Conflict of Interest, Core Services/Public Legal Education/Governance, Executive, Finance, Media, Native Services, Personnel, Quality Assurance, Strategic Planning, and Tariffs (criminal, family, and immigration).

A board member chairs each tariff committee, while committee members are chosen from lawyers in private practice. At committee meetings, private bar lawyers provide valuable input on the structure, form, and content of the tariffs, as well as on coverage and eligibility issues.

Senior Management

The Board of Directors appoints a Chief Executive Officer/Executive Director (CEO) to supervise, manage, and administer the business of the Society. The CEO/Executive Director chairs the Society's Executive Management Committee (EMC), which oversees the management of the Society in accordance with the LSS Act and the Society's mission statement, strategic goals, and policies. The committee develops the Society's policies, budget, and business plan; implements new initiatives or other changes to the business plan; makes decisions on emergency issues; responds or co-ordinates responses to board and board committee requests; co-ordinates grant applications to external agencies; and approves staffing decisions.

At March 31, 2002, EMC members were:

- David S. Duncan, Chief Executive Officer/Executive Director
- Mark Benton, Director, Tariff; Director, Appeals
- Harold V. J. Clark, Director, Human Resources
- David H. Govett, Director, Information Technology
- Catherine McNeil, Director, Finance and Administration
- Lucette Kirbach, Executive Assistant to the CEO (recorder)

As a result of the cuts to legal aid funding, EMC membership had to be reduced. It was decided that, effective April 2002, David Duncan would be replaced by Mark Benton as Executive Director and the remaining EMC members' duties would be reorganized.

The Operations Management Team (OMT) manages the day-to-day operations of the Society in accordance with the LSS Act and the Society's mission statement, strategic goals, and policies as established by the Board of Directors and EMC. This committee co-ordinates inter-departmental communications and initiatives, and forwards recommended policy changes to EMC. OMT also participates in the development of the LSS business plan and operational and administrative policies.

At March 31, 2002, OMT members were:

- James Deitch (co-chair), Manager, Tariff Services
- Kerry Bentley (co-chair), Controller
- Anne Beveridge, Client Services Manager
- Joel Chamaschuk, Manager, Information Technology
- Robert Cherniack, Manager, Native Programs
- Thomas Fink, Manager, Corporate Research Services
- Noreen Finnerty, Manager, Human Resources
- David Griffiths, Vancouver Regional Director
- Nancy Hannum, Chief Librarian; Manager, Legal Resource Centre
- Sherry MacLennan, Client Services Manager
- Heidi Mason, Acting Director, Client Services
- Carol McEown, Director, Legal Information Services
- Pat Nelson, Manager, Training and Development
- Janice Staryk, Manager, Tariff Operations
- Edward Tanaka, Manager, Audit and Investigation
- Eugene Wandell, Manager, Financial Reporting and Budgets
- Camia Weaver, Client Services Manager
- Sheila Sarroca, Executive Assistant, Information Technology (recorder)

Year in Review

The Society's most significant achievements this year were in the areas of public legal education and information (PLEI), and quality of service. Funding from the Law Foundation of British Columbia supported much of this work.

Many of the initiatives LSS set for itself were superseded, postponed, or cancelled because of dramatic cuts to the Society's funding announced by the provincial government in January 2002. In the months leading up to this announcement and throughout the spring of 2002, considerable staff time and effort had to be redirected toward dealing with budget-related issues and determining how the funding reductions would affect services.

Achievements

A number of PLEI initiatives focused on improving the public's access to justice and understanding of the law. These included —

- translating existing public legal education print materials,
- providing clinics, talks, and workshops for advocates and clients,
- increasing public use of the Internet by supporting PovNet (a website for poverty law issues) and developing a family law website, and
- expanding Law Line (a telephone service offering free legal information) to remote BC communities.

As in previous years, several LSS publications received awards in recognition of communications excellence.

The Society's ongoing commitment to providing high quality services was advanced through a number of projects. These included giving staff cross-cultural and Aboriginal awareness training, fieldtesting an expectation form outlining the standards clients should expect from their lawyers, and developing training materials for advocates working on child apprehension issues on Aboriginal reserves.

This year the Society also continued projects, begun in previous years, which it hopes will encourage more private bar lawyers to do legal aid work. These included providing private bar lawyers with the Continuing Legal Education Society's electronic case digests, making tariff billing forms available on the LSS website, developing a practice checklist for immigration and refugee cases, and developing quick reference guides for the criminal and family tariff.

Other achievements this year included increasing duty counsel hours in most courts across the province and negotiating multi-year agreements with the unions that represent LSS staff.

Funding and service issues

In summer 2001, the Ministry of Attorney General invited LSS to participate in the new Liberal government's Core Services Review (CSR) process. The CSR examined all government services to determine whether they —

- were in the public interest, affordable, effective, and efficient;
- were accountable to the public; and
- could be provided in alternate ways.

LSS was asked to submit a document that assumed a $15 to $20 million expenditure reduction. The Society's submission strongly supported the need to provide legal services and public legal education throughout BC, and showed that after the budget cuts throughout the 1990s, legal aid services were already very close to the minimum required by the existing LSS mandate (see page 3).

In November 2001, the Society's Poverty Law Reform Committee completed a submission for the provincial government's Administrative Justice Project (AJP). In this submission, the committee called for a system that would consider the needs of disadvantaged people in BC.

In addition to its submissions to the CSR and AJP, the Society made two significant proposals to the Ministry of Attorney General. These suggested the need to co-ordinate and increase the efficiency and cost-effectiveness of the overall justice system. In the proposals, LSS asked the ministry to —

- undertake a comprehensive review of the justice system in BC, and
- establish a Family Law Secretariat to co-ordinate family justice services in BC.

The proposed justice system review was intended to examine everything from police, Crown counsel, and legal aid to the judiciary, the court system, and various administrative justice programs, and show how changes to one of these components would affect other parts of the system.

The Family Law Secretariat was suggested as a means of co-ordinating planning, policy development, and legislative changes involving the judiciary, Court Services, Family Justice Centres, the Family Maintenance Enforcement Program (FMEP), and LSS. Operating with an advisory committee through the Deputy Minister of Attorney General's office, the secretariat's objective would be to eliminate serious problems in the existing family justice system. These problems range from fragmented services that many communities cannot access, to an "all or nothing" approach in family law services that leaves many who cannot afford a lawyer with no service at all.

Before either of these initiatives could be implemented, the provincial government announced a 38.8% reduction in legal aid funding over three years — from $88.3 million in 2001/2002 to just under $54 million in 2004/2005. As well, the government outlined restrictions on the services it would be prepared to fund in the future, and instructed the Society to absorb the costs associated with *Rowbotham* cases and large cases that exceed $50,000.

After a majority of the LSS Board of Directors twice refused to pass a budget required by the cuts to legal aid funding (in January 2002 and again in February 2002), the provincial government appointed Jane Morley, QC, as Official Trustee to replace the board.

In late February, the Society announced that, because of the cuts, it would have to reduce services and establish a new service delivery model in the 2002/2003 fiscal year.

Cuts to legal aid resulted in protests such as this one outside the BC Provincial Court in Vancouver on February 11, 2002.

These changes would affect approximately 40,000 clients, eliminate about 74% of staff positions, and replace all offices with 7 regional centres, 24 local agents, and a province-wide call centre. By March 31, 2002, LSS had issued contract cancellation notices to its funded agencies and lay-off notices to staff members.

The service reductions announced for the 2002/2003 fiscal year include —

- eliminating summary advice services and poverty law representation,
- restricting family law coverage to child apprehension matters and cases where domestic violence is involved,
- eliminating small grants to local organizations for community development and public legal education projects, and
- eliminating small grants to help public libraries purchase legal materials.

The Society also announced that it would replace tariff holdbacks with a 10% reduction to all tariffs in the 2002/2003 fiscal year.

When the provincial government announced the cuts to the Society's funding, it also said the LSS Act would be amended in the spring sitting of the legislature to allow for the necessary service changes. LSS was invited to participate in consultations about the amendments. In response, the Society proposed changes that would allow LSS to provide legal aid based on public need for services and available funding. It emphasized maintaining flexibility, high quality services, and the Society's independence. The amendments were expected to be finalized and introduced in the legislature by the end of May 2002.

Performance Report

The LSS *Business Plan 2001/2002* set out four broad performance measures for the Society:

1. Provide application and referral numbers for the past three years in each area of law, along with an explanation of changes over the past year.
2. Identify trends in the proportion of unrepresented litigants at court.
3. Assess the nature and degree of individual requests for legal information.
4. Report at year-end on the number of public legal education presentations made in local communities by the staff of LSS field offices.

Application and referral numbers

The tables on pages 50 – 55 show that applications for legal aid continued to decline over the past year. The percentage of applications that resulted in referrals to lawyers or paralegals, however, remained constant at 67% (compared to 68% the previous year).

While the Society is unable to determine conclusively why changes in the number of people who apply for services occur, factors that probably affect application numbers include —

- the number of formal criminal charges laid by Crown counsel,
- crime, divorce, and unemployment rates,
- the number of child apprehensions, and
- the availability of alternate dispute resolution (ADR) programs to help parties avoid litigation hearings.

As well, changes in eligibility policies and/or funding for LSS likely influence whether potential clients think they will qualify for assistance and, accordingly, whether they apply for legal aid.

Unrepresented litigants

LSS has postponed research into the number of unrepresented litigants in court until it knows the outcome of two projects currently in progress.

One project, the Kelowna court site study of unrepresented adults accused of criminal offences, is looking at the quantity and nature of these cases and examining the possible effects of lack of representation on both the accused and the overall justice system. Data collection for this study, which is part of the National Legal Representation Court Site Study funded by the federal Department of Justice (DOJ), will begin in May 2002. The Kelowna court site study is the first to be conducted; eight others are planned for various locations across the country.

A second project, begun in April 2001, is exploring an innovative criminal legal aid service model that provides information, education, and assistance to unrepresented accused people trying to navigate the court system. This model is designed to —

- create standardized resources,
- establish an accessible, helpful, and cost-effective range of services, and
- provide data on the needs of unrepresented people that will assist government in research and policy-making.

Results of the project have yet to be released. Also funded by the DOJ, this study is phase 2 of the Law Courts Education Society's Unrepresented Accused Assistance Project.

Requests for legal information

Law Line calls

LSS advertised Law Line (see pages 14 and 44) outside the Lower Mainland this year, resulting in more than double the use of this service by people in selected remote communities.

Because cuts to LSS funding will see Law Line newly configured as a toll-free service designed to enhance the Society's overall legal information programs, this year's data will not be used as a benchmark for future analyses.

Publications distributed

This year, LSS created, revised, and/or reprinted 54 public legal education (PLE) materials and 17 posters, video jackets, or brochures about legal aid office services (compared to 42 and 21 last year respectively).

The Publishing Program distributed 166,997 copies of these PLE items, compared to 191,245 last year. As in previous years, most of the materials distributed were produced by LSS (including 137,363 Public Legal Education Program publications and 14,402 Native Programs Department publications). The remainder were produced by other agencies (including 13,188 Tenants' Rights Action Coalition publications, 1,370 People's Law School publications, and 674 publications from other organizations).

Although the number of materials produced this year increased, distribution declined slightly. This was because LSS produced more multilingual and summary conviction publications, which have a smaller audience than other PLE materials. As well, a major promotion and mailout of *Speaking of Abuse* near the end of the 2000/2001 fiscal year distributed 28,998 copies of that publication, compared to 13,288 this year. As a result of the cuts to LSS funding, the Society determined that, in the future, it will have to provide legal information primarily through electronic materials (via the Internet) as opposed to print publications. This means new measures will have to be developed to determine the usefulness of, and demand for, these services.

Website visits

LSS planned to establish benchmark figures this year for visits to the Electronic Law Library (ELL) (see page 44) and the LSS website.

Visits to the ELL rose to 16,446 per month in 2001/2002 (compared to 11,250 per month in the previous year).

Visits to the LSS website were more difficult to track because Vancouver Community Net (VCN), the external server that hosts the site, experienced technical difficulties in 2001, resulting in a loss of some statistical information for the first five months of the LSS fiscal year. The data that was available from VCN showed that from September 10, 2001 to March 11, 2002, the LSS website was visited 156,785 times, for an average of 866 times per day (compared to an average of 783 per day in November 2000).

LSS began work on a new internally housed website this year. By spring 2002, a preliminary version of this site was available to the public but completion of the project was delayed due to urgent tasks relating to the implementation of the new service delivery model. The Society maintained both this new site and its VCN site; however, data on the number of visits to the new LSS site were unavailable at fiscal year-end.

Public legal education presentations

LSS anticipated it would be able to draw considerable data on PLE presentations this year from WebTime reports submitted by poverty law staff. Because the program proved to be an unreliable source for these statistics, LSS instead surveyed all field offices at year-end to obtain this information.

The response rate to the survey was very high, with 78% of offices submitting data (14 of 17 branch offices, 12 of 14 NCLOs, and 9 of 14 CLOs). Overall, staff reported participation in at least 800 clinics, talks, and workshops, which were attended by well over 11,000 people.

In addition to these activities, staff in field offices published at least 77 newspaper articles and/or brochures, and were involved in 67 other types of PLE activities, including development and distribution of materials and meetings with community groups.

While staff have always done a considerable amount of this type of work, there is no comparable data from previous years to show whether any changes in trends took place this year. This year's data was intended to

establish a benchmark for future analyses. The new service delivery model, however, will consist of substantially fewer offices operating under a different mandate. Next year's statistics on PLE presentations will therefore not be comparable to this year's. They will, however, underscore the impact of funding reductions on this service.

Report on the LSS Business Plan 2001/2002

This section outlines the progress LSS made toward fulfilling its 2001/2002 business plan initiatives. Much of this was accomplished on top of the extraordinary work required this year on funding and service issues (see pages 6 – 7), and in addition to the Society's day-to-day services (described in the appendices to this annual report).

Part A: Mandate and service delivery

Goal 1

Provide appropriate levels of service in each area of law, as mandated by the Legal Services Society Act.

Service improvements

A1.1: Extended (Manitoba style) financial eligibility policy

LSS conducted a preliminary analysis of Manitoba's extended financial eligibility policy for legal aid to determine whether it would be feasible to implement a similar initiative in BC. Manitoba's policy groups clients in criminal and family law into one of three categories:

- Fully eligible for legal aid.
- Eligible but required to make a partial contribution to the legal aid cost of their case.
- Eligible but required to pay the full legal aid cost of their case plus an administration fee.

The analysis showed that this policy has the most success in the area of family law, particularly with the recovery of fees through property liens.

Because the provincial government's funding cuts mean LSS must dramatically reduce family law coverage in the 2002/2003 fiscal year, staff concluded that an extended financial eligibility system would not produce savings. The only potential recoveries from such a system would be through property liens, which were already being examined under a separate initiative (see page 20).

Service changes

A1.2: Analysis of the *Winters* decision

The 1999 Supreme Court of Canada's *Winters v. Legal Services Society* decision focused on the Society's obligation to provide services for disciplinary proceedings in prisons. While the court concluded that such a legal obligation exists, it recognized that LSS has the "discretion to determine when mandatory legal services under s. 3(2) ought to rise to the level of legal representation."

This year, staff developed a series of reports that reviewed the application of the *Winters* decision to the various areas of law. It was anticipated that *Winters* would give the Society the flexibility to establish a baseline for levels of service for meritorious matters covered by LSS policies. The result of the exercise was a series of reports, offering a number of coverage and service delivery model recommendations. The exercise was superseded by the cuts to LSS funding and the pending changes to the Society's mandate.

Goal 2

Provide public legal education to help more people understand and benefit from the law.

Improved public legal education services

A2.1: Include field office information on the LSS website

Last year, LSS began expanding its website to include links to field office web pages. These web pages were designed to provide the public with details about office hours, location, contact information, special events, clinics, and any other information specific to the office in question. A prototype containing such details for the Surrey branch office was developed and launched in April 2001. Until fall 2001, work continued on plans to create new pages for up to seven additional offices. Web pages were drafted for the Vancouver branch office (including four clinics), while the Kootenay Community Law Office, in consultation with the Publishing Program, developed the content for its pages.

Further work on this project was postponed as a result of the cuts to LSS funding. It will be revived next year after the Society's new service delivery model is in place.

A2.2: Legal information for non-English speakers

The goal of this initiative was to produce an abridged, English-as-a-Second-Language (ESL) version of the popular and award-winning LSS booklet *When I'm 64: A Guide to Benefits and Services for People Aged 60 and Over*, then adapt and translate it to meet the needs of seven cultural communities.

Consultation with people in these communities suggested the need for a larger publication than what was originally envisioned. To keep the project budget on track, the number of print copies planned for each adaptation was subsequently reduced. By year-end, the project was substantially completed and the publication *Benefits and Services for Seniors* was available in Chinese, English, Korean, Japanese, Punjabi, and Spanish. A Farsi version will be available early in the new fiscal year.

Distribution of all versions of the publication will be completed by fall 2002.

Goal 3

Provide the best possible mix of service delivery models by continuously monitoring services and implementing any adjustments needed to meet changing requirements or take advantage of new opportunities.

Service delivery models

A3.1: Family law services on the Internet

With a four-year Law Foundation grant, LSS is looking at how the Internet can support a range of family law services. As planned, this year the Society developed —

- a preliminary website containing plain language family law information, do-it-yourself kits for people who are ineligible for legal aid, and links to other appropriate sites; and
- a closed e-mail discussion-group for LSS staff and advocates.

Developing the website proved to be a more complex task than anticipated. The site will be ready early next year for testing by LSS staff and other stakeholders.

Consultation and collaboration on the content of the website continued with other key agencies such as the Ministry of Attorney General's Family Justice Services Initiatives Steering Committee, the Law Society's Pro Bono Project, and the Continuing Legal Education Society.

Also this year, a limited referral pilot project helped about 50 people apply to change a Provincial Court order (a process that falls outside LSS family coverage policy). Originally, the Society planned to conduct this pilot while

testing the family law website so clients could have access to self-help materials in both print and electronic format. Although the family law website was delayed, the limited referral project went ahead using print materials and two on-line publications available on The Law Centre website. Clients were shown the LSS video *Making Your Case: The Family Court Process*, given the self-help materials, and then referred to a staff laywer for up to two hours of summary advice and/or assistance with preparing their applications.

Goal 4

Work with Aboriginal people and their communities to develop and promote innovative and effective methods to deliver legal services and legal education.

Aboriginal access to justice services

A4.1: Aboriginal child welfare

At the end of 2000/2001, LSS began a two-year Law Foundation-funded project to —

- reduce the number of Aboriginal children separated from their parents or communities by child apprehension proceedings, and
- facilitate greater use of alternative support mechanisms for parents and other family members.

Statistics obtained from the Ministry of Children and Family Development by project workers show that as of November 2001, 3,732 of 9,741 children in care were Aboriginal. Findings such as these underscore the pressing need for this project, which involves developing and testing a training package for community advocates working on child apprehension issues on Aboriginal reserves in BC.

This year, a project co-ordinator was hired and a timeline and action plan were established. The co-ordinator met with a wide variety of people who work on child apprehension matters, including resource people in government, representatives from Aboriginal and women's communities, advocates, and lawyers. All were highly supportive of this project.

Based on the information compiled, LSS decided to run pilot projects on two reserves — one urban and one rural. Work has begun on preparing training manuals designed to meet the different needs of these communities.

LSS anticipates the project will be completed on schedule.

A4.2: New service development in under-served areas

The Fraser Valley and mid-Vancouver Island areas were identified in previous years as having significant Aboriginal populations but fewer legal aid resources relative to other regions in the province. The objective of this initiative was to provide new or improved services in these areas to give Aboriginal people more opportunities to resolve legal problems that could affect their ability to feed, clothe, and house themselves and their dependants, or maintain their livelihood.

In September 2001, the Nanaimo office completed an Aboriginal Outreach Project designed to identify effective ways to provide adequate services for Aboriginal people in the area. The project report contained several recommendations for increasing involvement with the Aboriginal community in an effort to improve services. These included having an Aboriginal person provide intake and other services on reserve and at local Aboriginal organizations, such as K'op Thut (the local friendship centre), on a part-time basis. By September, it was clear that a similar project in the Fraser Valley was necessary.

This initiative was suspended in fall 2001 when it became evident the provincial government was planning to cut legal aid funding. It was terminated because the actual cuts will require a major downsizing of the Society and its services, rendering this initiative unfeasible.

A4.3: Poverty law services on reserves

First established in 1999/2000, the Aboriginal Case Legal Fund provides $50,000 annually for lawyers to help Aboriginal people on reserves who face poverty law problems as a result of actions taken by band councils. The consequences of these actions can range from loss of housing on reserve or prohibited access to community water and sewage services, to loss of employment or denial of income assistance. The fund also pays for some test cases.

It became clear this year that the fund was only partially used, to some extent because of a lack of awareness of its existence. To increase awareness, presentations were made at staff intake and paralegal training sessions. As the fund became more widely known, applications for representation increased. Of the 27 applications received in 2001/2002 —

- 12 were approved for referral either to a private bar lawyer or to a poverty lawyer in an LSS office,
- 5 did not fit within the mandate of the fund, and
- 10 were either abandoned, refused for coverage or eligibility reasons, or under review at year-end.

LSS estimated the cost for cases referred this year at just over $11,000. Reports submitted on completed cases show positive results.

This initiative was to continue through 2004, and it was anticipated that the need for services would justify establishing a permanent Aboriginal Case Legal Fund. Given the cuts to LSS funding, however, the future of this initiative will have to be reviewed next fiscal year.

Goal 5

Work together with poor and otherwise disadvantaged communities throughout BC to develop innovative and effective methods to deliver legal services and information, and to remove barriers to obtaining legal services and information.

Legal services in under-served areas

A5.1: Expand Law Line to remote communities

In 2000/2001, work began on extending the Society's Law Line service from its current Lower Mainland user area to remote and under-served communities in BC.

This year, LSS promoted the service in several remote communities by —

- distributing a printed bookmark that gave the number for Law Line and described the service,
- advertising Law Line at all legal information and education workshops outside the Lower Mainland, and
- conducting two information and training sessions in Bella Coola.

Law Line staff were trained in Aboriginal law and developed procedures for specialized services, such as how to handle document delivery to remote areas.

In previous years, periodic surveys of Law Line use have consistently shown that the service received only 15 – 20 long-distance calls per month (180 – 240 per year). These included calls from other provinces and major BC centres outside the Lower Mainland. This year, as a result of the advertising campaign, calls from remote locations (i.e., any area outside the Lower Mainland and/or some distance from a legal aid office) more than doubled to 537.

Self-help

A5.2: Develop PovNet as a significant poverty law resource

LSS continues to be involved with and support PovNet, a popular poverty law website. The Society has strong representation on the steering committee and, with the Law Foundation, co-funds the project.

PovNet development was on schedule in the 2001/2002 fiscal year:

- A sixth discussion group (on Canada Pension Plan issues) was added.
- Content for the housing database increased to 16 records, up from the 9 developed in 2000/2001.
- Records for each topic, including relevant cases, checklists, forms, and other advocacy materials, were revised by a plain language expert and are ready for testing.
- Subscribers to the discussion groups increased by 27% and monthly visits to the website increased by more than 80% (from 2,471 in April 2001 to 4,500 in April 2002).

LSS staff attending the Poverty Law Staff Conference in Vancouver in November 2001 included, from left to right: Paralegal Coralie Gregoire (Vancouver Aboriginal Law Centre) and Legal Information Counsellor Karen Morrison (Hazelton NCLO).

Part B: Quality assurance

Goal 1

Improve the Society's quality assurance systems so that all service delivery and systems comply with Society policies, meet professional standards, and are effective in meeting clients' legal needs.

Improved services to clients

B1.1: Produce an Aboriginal law guide

This year, an initial draft of the Aboriginal law guide was written and edited extensively for plain language. Due to the delays involved in this process, the draft now needs to be updated and reviewed for legal accuracy before it can be used.

Further work on this project was suspended because of other demands on staff time and the provincial government's cuts to the Society's funding. As the reductions will result in the elimination next year of poverty law advice and representation services, including those specific to Aboriginal people, LSS will decide whether to complete the guide after the Society's new service delivery model is in place.

In the meantime, the draft material may be used by the Continuing Legal Education Society, which is producing an Aboriginal law guide for lawyers.

B1.2: Substantive poverty law guide

The substantive poverty law guide, intended as a counterpart to the Aboriginal law guide, was to outline levels of service considerations and provide practice advice on about 25 poverty law topics. A first draft of the guide was completed and revisions were underway when the provincial government announced its cuts to LSS funding. Work on this initiative has therefore been suspended until after the Society completes its transition to a new service delivery model. At that time, LSS will decide whether to complete this guide.

B1.3: Office automation project

LSS planned to develop a business case this year to determine whether enhancing office automation tools for staff lawyers and paralegals would improve services to clients. The stringent cuts to the Society's budget and the pending change to an entirely new service delivery model resulted in the termination of this project.

Improved field office and head office operations

B1.4: Cross-cultural and Aboriginal awareness training

Training in cross-cultural and Aboriginal awareness began in the 2000/2001 fiscal year. Designed to help staff value diversity and understand the harm caused by discrimination, this training was also intended to improve services to clients and enhance workplace relations and opportunities.

By November 2001, the Society had completed its cultural diversity training for LSS, CLO, and NCLO staff. Over both fiscal years, 370 staff attended 15 level one sessions. Funded by a Law Foundation grant, these sessions included a presentation, supplemented by print and video materials, that provided an overview of cultural issues relevant to LSS staff. In spring 2001, the Society worked with consultant Stephen Hammond to develop a level two training session titled "Responding to Intolerance." This next stage of training was designed to help staff develop the skills needed to intervene in difficult situations. These sessions were given to about 60 staff members during 3 intake workshops in fall 2001.

By March 2002, Aboriginal awareness training, developed in partnership with consultants Patrick Kelly and Harold Gatensby, had been delivered to 185 LSS, CLO, and NCLO staff. This training also spanned both fiscal years, and consisted of an overview of the legal, cultural, and social history of Aboriginal people, and guidelines for developing protocols to work with Aboriginal communities. Approximately 50 intake staff were scheduled to take this training at the January and February intake workshops; however, those workshops were cancelled as a result of the cuts to LSS funding.

Also this year, six workshops were provided for staff at the November 2001 Poverty Law Staff Conference. These included —

- three workshops for paralegals/legal information counsellors on stress and burnout from an Aboriginal perspective,
- two workshops for poverty lawyers on reaching out to Aboriginal communities, and
- one workshop on circle sentencing, which was attended by poverty and criminal staff lawyers.

Consultants Stephen Hammond and Harold Gatensby gave keynote presentations at the November conference. As well, LSS subsidized staff attendance at various relevant conferences and workshops sponsored by other organizations.

LSS staff attending the Poverty Law Staff Conference in Vancouver in November 2001 included, from left to right: Fieldworker Eduardo Aragón (Public Legal Education Program, HO), Managing Lawyer Deborah O'Leary (Prince George BO), and Paralegal Bobby Jaswal (Chilliwack BO).

B1.5: Executive/management reporting capability

Building on the reporting requirements analysis done for this project last year, staff developed and installed a database that allows the Society to run a variety of reports using information in its Case Management System. A number of key reports were developed and tested in the 2001/2002 fiscal year using this new database.

Next year, staff will run several additional reports that have been identified as necessary. Once the new service delivery model is in place, the Society's reporting needs will be re-examined before further reports are developed.

Most of the Law Foundation grant that funded this project was spent on the work completed by fiscal year-end. The work that remains will not require additional funding.

B1.6: Knowledge management for LSS staff

As planned, LSS established a Legal Resource Centre (LRC) web page on its intranet site this year. LRC librarians updated key legal information resources that were made available to LSS staff on this web page.

Librarians also provided a daily "What's New" report that identified key court decisions and/or changes in legislation that would be useful for lawyers, paralegals, intake workers, and other legal aid staff. Originally intended as a daily feature on the LRC web page, this part of the project had to be put on hold because of the cuts to LSS funding. Instead, the reports were made available by e-mail to selected staff.

Improved administrative service delivery

B1.7: Quality assurance for the tariff

Funded by the Law Foundation, the goal of this four-year initiative is to implement practical measures to ensure legal aid provides high-quality tariff services to its clients. The project began in 2000/2001 and consists of several components:

- A client expectation form, developed last year, which outlines the standard of service legal aid clients should receive from their lawyers.

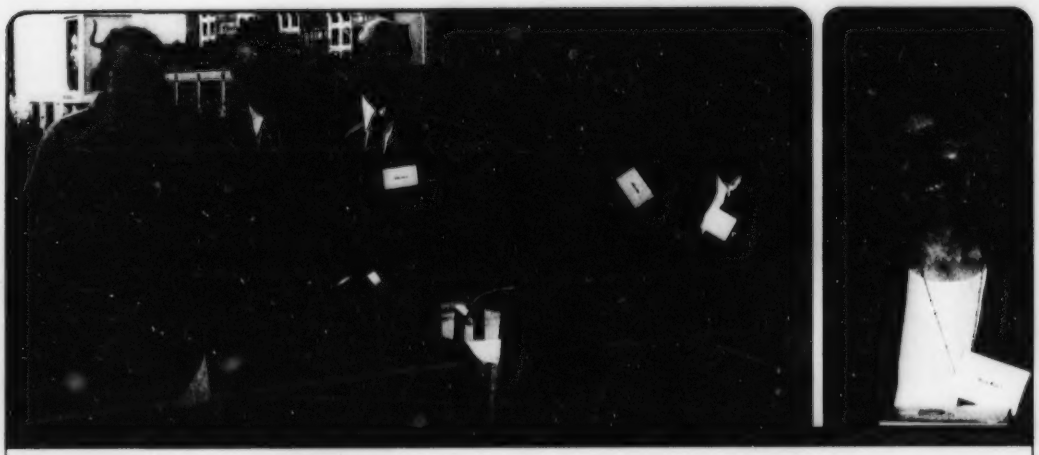
  This year, the Surrey branch office distributed the form to clients and asked for feedback in a pilot project. More than 80 surveys were completed and returned — about 50% from family law clients, 40% from criminal law clients, and 10% from immigration law and other clients. The vast majority of the feedback suggested that the form is both useful and easy to understand. Further work on this component has been put on hold until after the Society's new service delivery model is in place.

- Access to the Continuing Legal Education Society's (CLE) *Case Digest Connection* (offered since June 2001).

  Distributed to more than 500 private bar lawyers, the CLE's electronic case digests provide notice of recent developments in criminal and family law (there is no similar service in BC for immigration law). Next year, the effectiveness of this initiative will be evaluated to see if LSS should permanently fund access to this service for all private bar lawyers who take legal aid referrals.

- A tariff recognition dinner, sponsored by the Board of Directors' Quality Assurance Steering Committee.

  The Society held its first annual tariff recognition dinner at the Law Courts Inn Restaurant in Vancouver on June 12, 2001. The event honoured the significant work performed by private bar lawyers acting on behalf of clients referred by LSS, and celebrated the achievements of award winners Patricia Bond, David Crossin, QC, Christopher Elgin, Richard Gibbs, QC, Mary Mouat, and Peter Wilson, QC (see photographs page 18). Plans for a second recognition dinner and regional recognition events for 2002 were deferred due to the significant funding cuts to legal aid. After the Society's new service delivery model is in place, LSS will consider whether and how it might continue its lawyer recognition initiative.



The tariff recognition award recipients this year were, from left to right: Richard Gibbs, QC, Peter Wilson, QC, David Crossin, QC, Christopher Elgin, Patricia Bond, and Mary Mouat.

- A practice checklist for immigration and refugee cases, developed for LSS by a contract lawyer.

  This checklist will be added to the Law Society of BC's checklist collection next year. The human rights checklist was deferred while LSS waits for input from the Canadian Bar Association's human rights sub-section. (The other areas of legal aid practice are addressed by the Law Society's checklists.)

- A Strategic Case Assessment Program (SCAP) for all Category IV criminal cases where counsel anticipates the trial or preliminary inquiry will last more than five days.

  In June 2001, LSS announced this new program to deal with cases involving the most serious charges, such as dangerous offender proceedings, murder, aggravated sexual assault, and home invasion. The program is designed to help predict costs in long trials, improve the allocation of scarce legal aid funding, and provide adequate resources to ensure better representation of clients in large criminal cases.

  SCAP replaces the block tariffs with an hourly tariff (for both preparation fees and court time) and provides an advance budgeting process that may be revised if there are unanticipated changes in the duration or complexity of the case. As well, SCAP gives counsel the opportunity to review their trial plan with an experienced criminal lawyer (who will contract with LSS to provide advice on the case budget).

  By fiscal year-end, 58 cases had been identified for the program and 32 budget meetings had taken place. As of March 31, 2002, none of the counsel who participated in the program had requested a formal review of the budget for the case. Two or 3 informal reviews by the Manager, Tariff Services, resulted in reaching reasonable accommodations that were satisfactory both to counsel and LSS. Given the demands on staff during the transition to a new service delivery model during the first part of next year, evaluation of this program will be postponed to fall 2002.

Overall, the quality assurance initiative fell somewhat behind schedule as a result of the severe cuts to LSS funding, which required staff to deal with emergent issues rather than special projects. LSS nonetheless expects to complete the initiative by March 2004.

B1.8: Tariff processing enhancements

Fully funded by a Law Foundation grant, this multifaceted initiative consists of several sub-projects spanning three years. The overall objective is to develop less complicated support

and billing systems for private bar lawyers. A more user-friendly system should attract new lawyers and encourage a number of experienced lawyers to resume taking legal aid referrals. A number of scheduled milestones for this initiative were reached this year.

- Considerable progress was made on the electronic billing (e-billing) project. Phase one, which included making all tariff billing forms available to private bar lawyers on the LSS website, was completed. Computerized help was also made available.

  Three half-day workshops with a focus group that included 10 private bar lawyers and lawyers' assistants were held this year. The objective was to determine the requirements for design, security, access to information, and functionality for phase two of the project. This phase will make it possible to validate electronically completed accounts by providing some interaction with a subset of the Society's Case Management System (CMS) business rules. Excellent recommendations were made and a prototype was developed for criminal, disbursements, and family billing. As part of phase two, the Society intends to implement a supporting technical infrastructure next year to integrate with its existing systems, customize the CMS database where necessary, assess workflow changes, finalize prototypes, and launch a limited pilot project.

  Phase three of the project will involve implementing electronic authorizations and enabling lawyers to access historical information on their accounts.

  Implementing the electronic transfer of funds, originally scheduled for July 2002, has been postponed until service reductions caused by the provincial government's funding cuts to legal aid are in place.

- The development of quick references for the tariffs is on schedule. These provide private bar lawyers with one-page summaries for each section of the *Guide to Legal Aid Tariffs*. The *Criminal Tariff Quick Reference* and *Family Tariff Quick Reference* were completed and distributed this year. A quick reference for disbursements will be published in the 2002/2003 fiscal year and quick references for the immigration, Child, Family and Community Service Act, and appeals tariffs will be completed by December.

- LSS has developed a three-year project plan to simplify all sections of the *Guide to Legal Aid Tariffs*. Publishing Program and Tariff Department staff drafted changes to several sections of the guide; however, publication of these revisions was put on hold pending other changes resulting from cuts to the Society's funding. LSS expects to complete those revisions and publish a consolidated package in the 2002/2003 fiscal year.

- The Society had planned to implement a number of improvements to its computerized billing-rule checks on accounts and other CMS functions by June 2002. This work had to be postponed as a result of the cuts to LSS funding. It will be resumed after the Society's new service delivery model is in place.

B1.9: Time-keeping for staff lawyers and paralegals

This initiative was designed to ensure the skills of staff lawyers and paralegals are used to maximize service quality and economic efficiency. In 2001/2002, LSS expanded its in-house WebTime program (implemented last year for poverty law staff) to include criminal, family, and immigration staff lawyers.

WebTime improved the Society's ability to report on the type and extent of poverty law representation provided in different areas of the province. The funding cuts to legal aid and the pending elimination of poverty law representation and advice services, however, mean that LSS will have insufficient data in this area from which to draw significant conclusions.

B1.10: Human Resources Information System (HRIS)

LSS established a $250,000 budget this year to find and implement an upgrade or replacement for its current DOS-based HRIS system, which is largely incompatible with the Society's technical environment. A tender for prospective suppliers was issued and Annex Consulting Group Inc. was awarded the contract. By fiscal year-end, the Society had

gathered detailed information identifying all of its business requirements in preparation for assessing available HRIS products.

Early in 2002/2003, LSS will review and revise its requirements in light of the significant changes being implemented as a result of the cuts to the Society's funding. Once that is done, staff will decide whether to proceed with an upgrade or replacement system. The original July 2002 completion date for this project has been moved forward to January 2003.

Part C: Fiscal resources

Goal 1

Secure sufficient funding to meet the demand-driven nature of the Society's services.

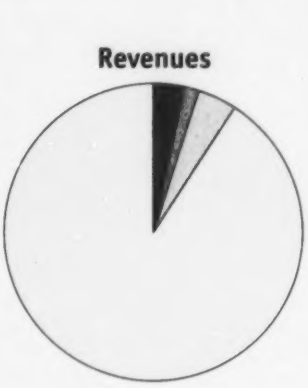
Recovering expenses

C1.1: Legal fee recovery through property liens

The Society obtained government approval for an amendment to the LSS Act permitting the recovery of legal fees from clients who have significant equity in family assets that is not accessible when they apply for legal aid but which becomes available at a later date. Because the cuts to the Society's funding required additional amendments to the act, the liens legislation was postponed until those changes could be developed.

Given the scope of anticipated service reductions, the Society will be unable to implement a liens recovery program in the immediate future. The available pool of cases which would have been affected by a recovery scheme is now expected to be so small that the cost of the program would exceed the recoveries generated.

Financial Report 2001/2002



- $88.3 million (Core government funding)
- $ 2.9 million (Law Foundation grant)
- $ 0.6 million (Miscellaneous)
- $ 0.5 million (Interest)
- $ 0.5 million (Notary Foundation grant)
- $ 0.5 million (Law Foundation project grants)
- $ 0.4 million (Human rights tariff)

$ 93.7 million Subtotal

- $ 7.7 million (Additional one-time government grants)

$ 101.4 million Total

Management discussion and analysis

Revenues

The provincial government provides the major portion of the Society's funds. Under federal-provincial cost-sharing agreements, the federal government reimburses the provincial government for part of the cost of criminal legal aid. In 2001/2002, the amount reimbursed for criminal legal aid was just over $9 million.

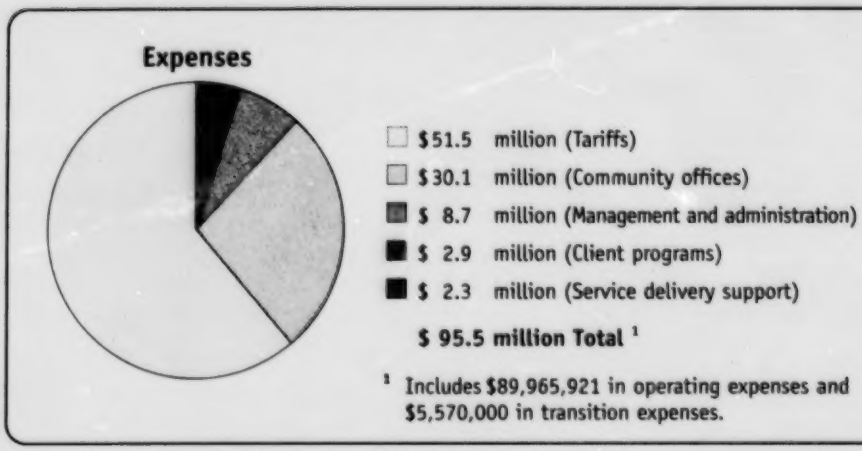
The LSS Act requires the Society to balance its budget. LSS may plan for an operating deficit for a given year only with prior approval from the Attorney General and the Minister of Finance and Corporate Relations.

Total revenue for the year was $101.4 million. Core government funding for legal aid was $88.3 million. In addition, the provincial government reimbursed the Society $0.4 million for the human rights tariff and provided LSS with $7.7 million in one-time grants ($3.7 million for deficit reduction and $4.0 million to help cover transition costs in 2001/2002).

An additional $545,100 in special project grants was received from the Law Foundation. Of this, $204,468 was included in this year's revenue, along with $284,506 in Law Foundation grants deferred from 2000/2001. The remainder was deferred to 2002/2003 for subsequent work on these projects.

Income from all remaining sources in 2001/2002 totalled $4.5 million.

In January 2002, the provincial government announced a 38.8% reduction in legal aid funding over three years — from $88.3 million in 2001/2002 to just under $54 million in 2004/2005. The government restricted the services it would be prepared to fund in the future, and instructed the Society to absorb the costs associated with *Rowbotham* cases and large cases that exceed $50,000. As a result, the Society announced in February 2002 that it would have to reduce services and replace its current offices with a scaled back service delivery model in the 2002/2003 fiscal year (see page 7).


Expenses
$51.5 million (Tariffs)
$30.1 million (Community offices)
$ 8.7 million (Management and administration)
$ 2.9 million (Client programs)
$ 2.3 million (Service delivery support)
$ 95.5 million Total [1]
[1] Includes $89,965,921 in operating expenses and $5,570,000 in transition expenses.

Expenses

The Society's expenses came to $95.5 million in 2001/2002, compared to $87.5 million in the previous fiscal year. By fiscal year-end, the Society had reduced its accumulated deficit to $0.6 million from $6.6 million the previous year — making it the first time since March 31, 1994 that the deficit has been less than $1.0 million. This deficit reduction is a result both of the Society's commitment to decrease the deficit over time and the government's assistance through a one-time grant at year-end.

The major increases in expenses this year were $5.6 million for transition costs, $1.5 million for salaries and benefits, and $1.0 million for the tariffs.

Transition costs are expenses incurred to close or reduce operations. Examples include severance pay and lease cancellation costs. These costs were necessitated by the Society's changeover to a new service delivery model (see page 7) and are included in the 2001/2002 expenses for community offices (see page 23) and management and administration (see page 24).

In 2001/2002 the Society negotiated multi-year contracts with the BC Government Employees Union (BCGEU) and the Professional Employees Association (PEA), which represent LSS staff (see page 39). In addition, excluded staff received a general wage increase this year. As a result, salaries and benefits costs increased.

Tariff expenses rose as a result of increased billings submitted by lawyers, likely in anticipation of changes to family coverage (see page 7). (Lawyers can submit their bills up to six months after a case is completed and/or on an interim basis during the case.)

The tables on pages 23 – 24 show the Society's costs over the past five years.

Holdbacks payments

It is common for the tariffs to come in over or under budget, given the demand-driven nature of legal aid services. In May 2001, the LSS Board of Directors decided to pay $859,338 in holdbacks deducted from criminal ($433,256), duty counsel ($52,739), and immigration ($373,343) accounts during 2000/2001 (see page 46). This represents the amount these tariffs were under budget for that fiscal year. The payments were made in June 2001 on a pro-rata basis to lawyers who were affected by those holdbacks. The family tariff expenses exceeded the budget in 2000/2001 so no holdbacks were paid in this area.

In the 2001/2002 fiscal year, the criminal, family, immigration, and duty counsel tariffs were under budget. The Official Trustee decided in February 2002, however, that no holdbacks arising from the 2001/2002 fiscal year would be paid as doing so would compromise the Society's cash position and interfere with the continued and effective delivery of legal aid.

LSS also announced that as a result of the government cuts to legal aid funding, it will replace the tariff holdbacks with a 10% reduction to all tariffs in the 2002/2003 fiscal year.

Future outlook

In planning for the 2002/2003 fiscal year, two new and significant expenses have been particularly difficult to predict: transition costs and the costs for *Rowbotham* and large cases. Using the best information available, LSS has budgeted a further $1.7 million for transition costs, and $1.9 million for *Rowbotham* and large cases. These numbers are uncertain, however, and the Society will have to monitor both areas carefully throughout the year.

History of expenses from 1997/1998 through 2001/2002

Community offices

(intake and poverty, criminal, human rights, and immigration law services)

	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Branches	$ 17,310,186	$ 12,974,517	$ 12,293,098	$ 11,888,103	$ 11,765,226
CLOs [1]	9,440,909	7,649,349	7,000,320	6,981,093	7,555,225
NCLOs [2]	2,916,045	3,168,803	2,881,273	2,945,194	3,135,916
Brydges duty counsel	229,576	211,248	207,317	204,916	201,130
Area directors	227,847	195,943	189,336	191,269	210,700
Salvation Army [3]	8,250	9,750	8,250	60,000	62,280
Total	**$ 30,132,813**	**$ 24,209,610**	**$ 22,579,594**	**$ 22,270,575**	**$ 22,930,477**

[1] Includes funding for the Community Legal Assistance Society and mental health services costs, and $156,498 in funding for the BCACLO.
[2] Includes $150,017 in funding for the NCLOABC.
[3] A small contract with the Salvation Army provides service in the prisons and courts in Victoria.

Client programs

	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Appeals	$ 647,791	$ 564,584	$ 607,968	$ 740,289	$ 660,254
Library services [1]	702,042	693,063	643,724	603,730	607,275
Public Legal Education [2]	740,988	571,361	557,222	643,387	531,811
Publishing	465,624	435,612	361,419	260,950	359,399
Native Programs [3]	314,885	417,249	346,957	287,940	199,756
Total	**$ 2,871,330**	**$ 2,681,869**	**$ 2,517,290**	**$ 2,536,296**	**$ 2,358,495**

[1] These amounts include grants provided to public libraries: $24,000 in 2001/2002.
[2] These amounts include external grants received for various projects totalling $163,384 in 2001/2002. They also include grants provided to community groups across BC for PLE projects: $210,423 in 2001/2002.
[3] These amounts include grants provided to community groups across BC for PLE projects and restorative justice initiatives: $83,232 (most of which was expensed in the previous year) and $74,217 respectively in 2001/2002.

Service delivery support

	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Tariff, Audit and Investigation	$ 1,400,170	$ 1,354,843	$ 1,303,586	$ 1,173,670	$ 1,089,836
Client Services [1]	895,038	869,348	821,846	692,280	672,874
Total	**$ 2,295,208**	**$ 2,224,191**	**$ 2,125,432**	**$ 1,865,950**	**$ 1,762,710**

[1] Includes Reciprocals.

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	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Appeals	$ 647,791	$ 564,584	$ 607,968	$ 740,289	$ 660,254
Library services [1]	702,042	693,063	643,724	603,730	607,275
Public Legal Education [2]	740,988	571,361	557,222	643,387	531,811
Publishing	465,624	435,612	361,419	260,950	359,399
Native Programs [3]	314,885	417,249	346,957	287,940	199,756
Total	**$ 2,871,330**	**$ 2,681,869**	**$ 2,517,290**	**$ 2,536,296**	**$ 2,358,495**

[1] These amounts include grants provided to public libraries: $24,000 in 2001/2002.
[2] These amounts include external grants received for various projects totalling $163,384 in 2001/2002. They also include grants provided to community groups across BC for PLE projects: $210,423 in 2001/2002.
[3] These amounts include grants provided to community groups across BC for PLE projects and restorative justice initiatives: $83,232 (most of which was expensed in the previous year) and $74,217 respectively in 2001/2002.

Service delivery support

	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Tariff, Audit and Investigation	$ 1,400,170	$ 1,354,843	$ 1,303,586	$ 1,173,670	$ 1,089,836
Client Services [1]	895,038	869,348	821,846	692,280	672,874
Total	**$ 2,295,208**	**$ 2,224,191**	**$ 2,125,432**	**$ 1,865,950**	**$ 1,762,710**

[1] Includes Reciprocals.

Management and administration

	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Human Resources [1]	$ 1,184,480	$ 1,134,290	$ 1,108,355	$ 901,120	$ 790,124
Finance and Administration	3,513,022	2,951,341	2,755,559	2,466,072	2,584,142
Information Technology	2,529,604	2,492,076	2,250,867	1,809,351	1,399,448
Communications	51,063	46,886	43,570	46,104	41,012
Depreciation	1,455,537	1,275,748	1,071,140	510,369	570,343
Total	**$ 8,733,706**	**$ 7,900,341**	**$ 7,229,491**	**$ 5,733,016**	**$ 5,385,069**

[1] Includes Training.

Tariffs [1]

In 2001/2002, tariff payments came to 53.9% of all LSS expenses. More than half (57.6%) of the private bar lawyers taking legal aid referrals had less than $20,000 in fees approved for payment in 2001/2002. (These billings include cases referred but not completed before this fiscal year.)

Area of law	2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
Criminal	$ 18,835,042	$ 18,947,381	$ 19,087,078	$ 18,865,063	$ 20,202,649
Family	22,363,654	20,755,415	19,923,649	20,411,083	24,749,593
Immigration	4,435,750	5,271,599	5,212,065	4,169,935	3,387,438
Duty counsel [2]	3,187,290	2,766,854	2,449,565	2,257,998	2,204,466
Human rights [3]	398,582	526,060	310,541	332,941	271,365
Prison [4]	173,834	142,927	92,336	72,559	73,565
Transcripts	1,164,625	1,299,439	1,432,072	1,062,920	1,251,004
Pro bono disbursements	320,547	217,520	138,496	183,048	197,693
Staff case disbursements	623,540	571,832	552,415	574,012	495,458
Total [5]	**$ 51,502,864**	**$ 50,499,027**	**$ 49,198,217**	**$ 47,929,559**	**$ 52,833,231**

[1] Tariff expenses include disbursements. Recoveries from lawyers for accounts billed in error ($78,034 in 2001/2002) and recoveries from clients ($481,474 in 2001/2002) are paid back into the applicable tariff budget.

[2] Duty counsel includes circuit court counsel payments.

[3] The BC Human Rights Commission (via the provincial government) reimburses LSS for the cost of the human rights tariff for BC Human Rights Act matters.

[4] Prisoners' Legal Services has a small budget for retaining private counsel to represent prisoners at parole hearings and disciplinary proceedings.

[5] These totals consist of the following expenditures shown in the "Statement of Operations" on page 29: tariffs plus transcripts plus duty counsel minus Brydges (included in duty counsel) minus mental health services (included in tariffs). Brydges costs (reported separately under community offices on page 23) were $229,576 in 2001/2002 and $211,248 in 2000/2001. Mental health services costs (reported as part of CLO expenses on page 23) were $22,616 in 2001/2002 and $17,640 in 2000/2001.

Total expenses

2001/2002	2000/2001	1999/2000	1998/1999	1997/1998
$ 95,535,921 [1]	**$ 87,515,039**	**$ 83,650,024**	**$ 80,335,396**	**$ 85,269,982**

[1] Includes $89,965,921 in operating expenses and $5,570,000 in transition expenses.

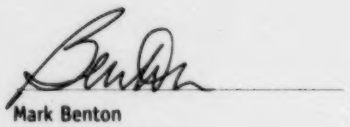
Financial Statements 2001/2002

Legal Services Society
Management's Responsibility for the Financial Statements

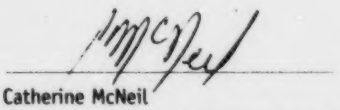
Management is responsible for the preparation of the Society's financial statements. This responsibility includes maintaining the integrity and objectivity of the Society's financial records, and presenting the Society's financial statements in accordance with Canadian generally accepted accounting principles.

Management maintains a system of internal controls that ensures that all material agreements and transactions of the Society are properly recorded. The Society's financial statements for the year ended March 31, 2002 have been examined by the Office of the Auditor General. Their examination was made in accordance with Canadian generally accepted auditing standards, and included obtaining a sufficient understanding of the Society's internal controls to plan the audit.

The Official Trustee of the Society is not an employee of the Society. The Official Trustee is responsible for determining that management fulfills its responsibilities in the preparation of the financial statements and the control of the Society's financial operations. The Official Trustee meets with staff of the Office of the Auditor General to discuss their audit work, the Society's internal controls, and the financial statements. The Official Trustee is responsible for approving the financial statements.



Mark Benton
Executive Director



Catherine McNeil
Director, Finance and Corporate Services

Report of the Auditor General of British Columbia

To the Official Trustee,
Legal Services Society, and

To the Attorney General,
Province of British Columbia:

I have audited the balance sheet of the *Legal Services Society* as at March 31, 2002 and the statements of changes in net assets, operations and cash flows for the year then ended. These financial statements are the responsibility of the Society's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Legal Services Society* as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Wayne Strelioff

Victoria, British Columbia
May 17, 2002

Wayne Strelioff, CA
Auditor General

Legal Services Society
Balance Sheet
As at March 31, 2002

		2002	2001
Assets			
Current assets			
Cash		$ 2,572,368	$ 307,798
Accounts receivable	- Provincial Government (notes 10, 11)	7,811,563	165,028
	- Government of Canada	495,254	519,495
	- other	145,307	252,248
Prepaid expenses		183,084	444,041
Total current assets		11,207,576	1,688,610
Capital assets (note 4)		1,582,562	2,793,976
		$ 12,790,138	$ 4,482,586
Liabilities			
Current liabilities			
Accounts payable	- general	$ 1,149,166	$ 1,965,977
	- tariff	4,648,878	5,838,673
Transition costs (note 10)		5,570,000	-
Professional staff benefits plan		945,223	1,115,296
Current portion of obligations under capital leases (note 7)		224,766	648,455
Deferred income		871,287	1,236,050
Total current liabilities		13,409,320	10,804,451
Long-term liabilities			
Obligations under capital leases (note 7)		22,470	242,052
		13,431,790	11,046,503
Deficiency in net assets			
Invested in capital assets		1,335,326	1,903,469
Unrestricted		(1,976,978)	(8,467,386)
		(641,652)	(6,563,917)
		$ 12,790,138	$ 4,482,586

The accompanying notes are an integral part of these financial statements.

Approved by the Official Trustee:

Jane Morley

Legal Services Society
Statement of Changes in Net Assets

For the year ended March 31, 2002

	Invested in capital assets	Unrestricted	Total 2002	Total 2001
Balance, beginning of year	$ 1,903,469	$ (8,467,386)	**$ (6,563,917)**	$ (7,373,065)
Excess (deficiency) of revenue over expenses for the year	(1,455,537)	7,377,802	**5,922,265**	809,148
Investment in capital assets	887,394	(887,394)	**–**	–
Balance, end of year	$ 1,335,326	$ (1,976,978)	**$ (641,652)**	$ (6,563,917)

Legal Services Society
Statement of Operations
For the year ended March 31, 2002

	2002	2001
Revenue		
Grants		
Province of British Columbia	$ 88,776,475	$ 82,953,371
Law Foundation	3,388,974	3,288,674
Notary Foundation	525,936	659,052
	92,691,385	86,901,097
Other		
Interest	523,649	684,511
Legal costs recovered from clients	231,391	533,153
Miscellaneous	271,761	205,426
	1,026,801	1,423,090
	93,718,186	88,324,187
Expenses		
Amortization	1,455,537	1,275,748
Area directors	227,847	195,943
Board expenses	130,666	97,189
Computer	1,632,088	1,810,432
Duty counsel	3,416,864	2,978,102
Grants and contracted services	10,728,444	10,852,834
Libraries	301,837	257,589
Miscellaneous	473,153	651,300
Office	1,367,832	1,383,912
Premises	2,258,547	2,074,187
Publications	119,217	169,921
Salaries and benefits	19,178,183	17,641,051
Tariffs (note 6)	47,173,565	46,450,375
Transcripts	1,164,625	1,299,439
Travel	337,516	377,017
	89,965,921	87,515,039
Excess of revenue over expenses for the year from operations	3,752,265	809,148
Deficit reduction grant (note 11)	3,740,000	–
Province of British Columbia transition costs grant (note 10)	4,000,000	–
Transition costs (note 10)	(5,570,000)	–
Excess of revenue over expenses for the year	$ 5,922,265	$ 809,148

Legal Services Society
Statement of Cash Flows
For the year ended March 31, 2002

	2002	2001
Cash provided by (used in):		
Operating		
Excess of revenue over expenses for the year	$ 5,922,265	$ 809,148
Items not involving the outlay of funds		
Amortization	1,455,537	1,275,748
	7,377,802	2,084,896
Changes in non-cash operating items:		
Accounts receivable	(7,515,353)	424,887
Prepaid expenses	260,957	(3,850)
Accounts payable	(2,006,606)	(7,271,889)
Transition costs	5,570,000	–
Professional staff benefits plan	(170,073)	308,264
Deferred income	(364,763)	1,148,449
	3,151,964	(3,309,243)
Investing		
Capital asset additions	(244,123)	(673,327)
Financing		
Capital lease payments	(643,271)	(507,481)
Capital lease additions	–	81,545
Increase (decrease) in cash position	2,264,570	(4,408,506)
Cash, beginning of year	307,798	4,716,304
Cash, end of year	$ 2,572,368	$ 307,798
Supplemental cash flow information:		
Interest paid	$ 36,094	$ 73,462

Legal Services Society
Notes to the Financial Statements
For the year ended March 31, 2002

1. The Society

Purpose

The Society was established under the Legal Services Society Act on October 1, 1979 and is not an agent of the Crown. The objects of the Society that applied to the 2002 fiscal year are to ensure that:

- services ordinarily provided by a lawyer are afforded to individuals who would not otherwise receive them because of financial or other reasons; and
- education, advice and information about law are provided for the people of British Columbia.

The Society is not subject to income taxes.

Significant changes

During January through May 2002, a series of significant changes were made to the budget of the Society, its governance structure, the location and number of offices, and the legislation.

a) In January, the provincial government announced a 38.8% reduction in legal aid funding over three years — from $88.3 million in 2001/2002 to just under $54.0 million in 2004/2005.

b) In February 2002, an Official Trustee replaced the Board of Directors of the Society.

c) In March 2002, the Society announced a restructuring plan that will replace all offices operated or funded by the Society with 7 regional centres, 24 local agents, and a provincial call centre. This plan resulted in transition costs, which are described in note 10.

d) On May 9, 2002, a new Legal Services Society Act replaced the October 1, 1979 act. The new act:
   - simplifies the structure of the LSS board;
   - changes the obligations of the Society so that legal aid is no longer an entitlement, and gives the Society the power to establish priorities and policies for the types of legal aid provided, the method of providing legal aid, and the eligibility criteria it considers appropriate;
   - clarifies that the powers of the Society allow it to undertake commercial activities where advisable, and that the Society may provide legal aid through a number of different methods;
   - provides for a memorandum of understanding to be entered into by the ministry and the Society every three years and for a Society budget to be provided annually; and
   - provides lien mechanisms to allow the Society to recover money owed to it by its clients.

Funding

In 2002, the Society received 95% (2001 – 94%) of its operating income from the Province of British Columbia and 4% (2001 – 4%) of its operating income from the Law Foundation of British Columbia. The Society depends on funding from these two sources for the continuance of its operations.

Under cost sharing agreements, the Province of British Columbia recovers approximately 10% of its contribution to the Society from the Government of Canada.

2. Significant Accounting Policies

Basis of accounting

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for non-profit organizations. The Society follows the deferral method.

Specific accounting policies

Donated services are recorded at fair value when they would normally be purchased by the Society and when fair value can be estimated for the services.

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, including the recoverability of accounts receivable, capital assets, and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results could differ from the estimates.

Capital assets

Capital assets are recorded at cost, and are amortized on a straight-line basis as follows:

	Per Year
Furniture	20%
Equipment	20%
Computer equipment	33%
Computer equipment under capital lease	33%
Computer software	33%
Case Management System	10%
Leasehold improvements	20%
Equipment under capital lease	20%

Deferred revenue

Deferred revenue represents contributions received, which will be applied to expenses incurred in the next fiscal year.

3. Measurement Uncertainty

Uncertainty in the determination of the amount at which an item is recognized in the financial statements is known as measurement uncertainty. Uncertainty exists whenever estimates are used because it is reasonably possible that there could be a material variance between the recognized amount and another reasonably possible amount.

Measurement uncertainty in these financial statements exists in the accrual for tariff expenses, and transition costs (note 10), where actual costs may differ from the estimates made.

4. Capital Assets

	Cost	Accumulated Amortization	Net Book Value 2002	Net Book Value 2001
Furniture	$ 190,579	$ (134,546)	$ 56,033	$ 25,036
Equipment	959,249	(694,001)	265,248	345,257
Computer equipment	1,754,885	(1,460,931)	293,954	712,018
Computer equipment under capital lease	1,647,781	(1,550,804)	96,977	606,839
Computer software	434,736	(404,137)	30,599	120,768
Case Management System	1,126,527	(546,652)	579,876	694,266
Leasehold improvements	860,359	(603,379)	256,980	282,754
Equipment under capital lease	370,673	(367,779)	2,894	7,038
	$ 7,344,791	$ (5,762,229)	$ 1,582,562	$ 2,793,976

5. Donated Services

The Society's head office premises are provided at a reduced rent under an agreement between the City of Vancouver and the building's owner that expires on June 14, 2004. The annual difference between the market value of the rent and the rent paid is approximately $240,454 (2001 - $250,000). Because the Society would not be leasing its current head office premises if it were paying the full market rent, this amount is not recorded in the Society's financial statements.

Lawyers from the private bar are retained by the Society to represent eligible clients in criminal, immigration/refugee, and family cases. Some lawyers subsidize the Society by being paid fees for their services that are less than those they would normally charge privately. Because the donated portion of these services cannot be reasonably estimated, it is not recorded in the Society's financial statements.

6. Tariff Holdbacks

Since 1994, the Society has held back a percentage of tariff fees payable to lawyers from the private bar. In past years, where money was available, the Society would authorize payment of some tariff holdbacks and such amounts would be expensed. The total holdback on tariff accounts in 2002 approximated $4,776,000 (2001 - $5,605,000).

On February 27, 2002, the Society advised the private bar by Notice to Counsel that all holdbacks to March 31, 2002 would not be paid and, consequently, no expense has been recorded in the accounts for holdbacks for 2002 (2001 - $859,338 in holdbacks approved and expensed).

7. Obligation Under Capital Lease

	2002	2001
CDI Equipment Finance Inc.	$ -	$ 72,506
IBM Canada Ltd.		
Blended lease payments of $46,303 per month on computer equipment expires July 31, 2002/ December 31, 2003	$ 253,863	$ 862,658
Less: amount representing interest (4.42% to 9.65%) per annum	(6,627)	(44,657)
	247,236	890,507
Less: current portion	(224,766)	(648,455)
Long term	$ 22,470	$ 242,052

Principal payments due in the next 3 fiscal years are as follows:

IBM Canada Ltd.	
2003	$ 224,766
2004	22,470
2005	-
	$ 247,236

8. Pension Plan

The Society and its employees contribute to the Municipal Pension Plan (the plan), a jointly trusteed pension plan. Joint trusteeship was established effective April 5, 2001. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the plan. The pension plan is a multi-employer contributory defined benefit pension plan with about 120,000 active contributors.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation, as at December 31, 2000, indicates a funding

surplus of $436 million. The Joint Trust Agreement specifies how surplus assets can be used. The actuary does not attribute portions of the surplus to individual employers. The Society contributed $928,683 to the plan for the 2002 fiscal year (2001 – $825,041).

9. Commitments

The Society has the following commitments for long-term leases of its office premises and operating leases:

2003	938,656
2004	671,747
2005	308,867
2006	39,469

10. Transition Costs

On March 26, 2002, the Province of British Columbia approved a one-time grant in the amount of $4,000,000 for transition costs. Transition costs are expenses that will be incurred to close or reduce a component of the Society's operation, and which provide no future benefit. Examples include severance pay and lease cancellation costs. Transition costs have been estimated at $5,570,000 and are accrued in the accounts and in the March 31, 2002 Statement of Operations.

11. Deficit Reduction Grant

On March 26, 2002, the Province of British Columbia approved a one-time grant in the amount of $3,740,000 to be applied to the accumulated deficit.

12. Related Parties

The Society is related to the Province of British Columbia and its ministries, agencies, and Crown corporations, and community law offices and native community law offices. Transactions with these entities are generally considered to be in the normal course of operations and are recorded at the exchange amount, unless disclosed separately in these financial statements.

13. Comparative Figures

Certain comparative figures have been changed to conform to the current year's presentation.

Appendix 1
Structure

LSS operates or funds offices in communities across BC to provide legal services. These offices administer the legal aid plan by, among other things, interviewing applicants, determining their eligibility, and referring them to staff or private bar lawyers. This year, other services staff provided in their communities included poverty law advice and representation, public legal education (PLE), and support for community development and law reform activities. The extent and nature of local services is determined each year and set out in annual office plans.

LSS works to ensure its services are accessible to all communities. For example, the Society —

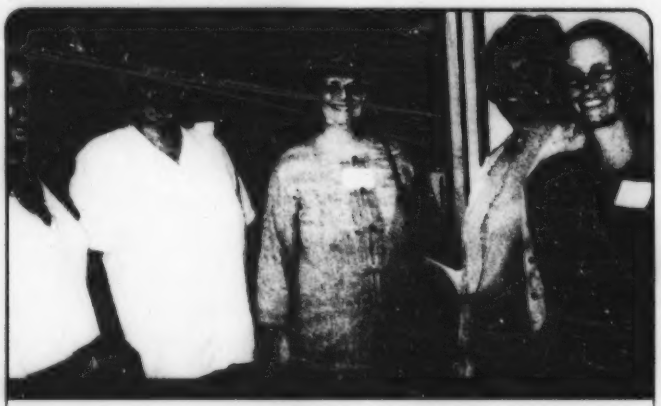
- has an employment equity policy, and requires staff to adhere to a code of ethics that includes non-discrimination and non-harassment;
- funds interpreter services when an interpreter is required to work with a lawyer; and
- provides PLE materials in a variety of languages.

As a result of the provincial government's January 2002 decision to reduce LSS funding and change the Society's mandate (see page 7), LSS will have to replace its existing structure with a new service delivery model in 2002/2003. The following descriptions therefore apply *only* to the LSS structure that was in place throughout the 2001/2002 fiscal year.

Community offices

In addition to head office, LSS operated 17 branch offices and funded 14 community law offices (CLOs) and 14 native community law offices (NCLOs) with a combined total of 448.2 full-time equivalent staff positions in the 2001/2002 fiscal year. As well, the Society funded 14 area directors.

- Branch offices are staffed by LSS employees, including lawyers, paralegals, secretaries, and intake legal assistants. These offices ensure ongoing community involvement through local advisory committees and/or public planning days.
- CLOs and NCLOs are independent bodies governed by their own boards of directors, drawn from the local community (although two CLOs, Victoria and Nanaimo, are staffed by LSS employees).
- Area directors are private bar lawyers who take family and criminal legal aid applications and refer eligible applicants to lawyers.



Community agencies, advocacy groups, and Ministry of Human Resources staff attended the Community Planning Day in Kelowna on October 3, 2001. Participants included, from left to right: Kelowna BO Intake Legal Assistants Suzanne Wells and Sherry Scott, Central Okanagan Restorative Justice Co-ordinator Dawn Wilkinson, and Kelowna BO Intake Supervisor Anne Macnab and Intake Legal Assistant Deena Coles.

"[The Community Planning Day was] very helpful. It clarified (for me) your role in the community. This gives our agency information to pass on to our clients, many of whom would likely meet LSS eligibility requirements." – Colin Smith, Okanagan Families Society, comment following the Kelowna branch office Community Planning Day held October 3, 2001.

While all offices serve all people in their communities, NCLOs also focus on local Aboriginal needs in providing legal services. The map on the back cover shows all office locations for the 2001/2002 fiscal year.

Other funded agencies

LSS provides funds to the Community Legal Assistance Society (CLAS). Under its mandate, CLAS does test case and law reform work in poverty, human rights, and disability law; supervises the Law Students Legal Advice Program (LSLAP); and provides services under the Mental Health Act.

Brydges line

LSS contracts out the Brydges line, a province-wide 24-hour toll-free telephone service that provides prompt access to legal advice for people who are arrested and detained, or who are under active investigation by the police or other law enforcement agencies but are not yet charged and need emergency advice. In 2001/2002, the Brydges line received 29,930 calls (compared to 30,051 in 2000/2001).

Circuit courts

LSS contracts with lawyers in private practice or provides staff lawyers to act as counsel in circuit courts. These courts consist of a court team that travels to remote areas of the province to hear cases. The communities where these courts sit are small, rural, and predominantly Aboriginal. Circuit court lawyers represent clients in criminal, family, and youth court matters on the court list, including preliminary hearings and trials. They also provide duty counsel services.

Duty counsel

Staff and private bar lawyers provide duty counsel services in most courts. They advise accused people about the charges against them, court procedures, and legal rights (including the right to counsel and the right to apply for legal aid). Duty counsel often represent these clients at hearings in which the accused is applying for a release, entering a guilty plea, and/or speaking to sentence. Clients do not have to be financially eligible for legal aid to receive duty counsel services, but only those who meet LSS coverage and financial eligibility requirements are entitled to a referral for ongoing representation. In 2001/2002 duty counsel assisted 58,311 people in courts across BC (compared to 49,872 in 2000/2001).

Early in the year, the Society's Duty Counsel Committee evaluated the allocation of duty counsel hours in courts around the province. As a result, LSS increased the allocation for both in-custody and out-of-custody duty counsel in most locations. To ensure lawyers were paid for all duty counsel work considered reasonable and necessary for in-custody clients, LSS continued its policy of permitting requests for extra fees. These requests are based on the amount of time, over and above the allocated hours, that duty counsel spend providing services.

LSS staff receiving honours this year included —

- Poverty Paralegal Jane Rowe (Kamloops BO), who was recognized as one of two Distinguished Alumni for 2001 by the University College of the Cariboo in October,
- Librarian/Information Specialist Cynthia Bartholomew, who received the Peter Bark Professional Development Bursary, awarded by the Vancouver Association of Law Libraries to subsidize attendance at the May 2001 Canadian Association of Law Libraries national conference in London, Ontario, and
- Chief Librarian/LRC Manager Nancy Hannum, who received the Distinguished Service and Leadership award from the University of British Columbia's School of Library, Archival and Information Studies at the school's 40th anniversary event in November 2001.

Central support to community offices

LSS head office, located in Vancouver, provides three main categories of support to community offices: client programs, service delivery support, and management and administration.

Client programs

Client programs are available to clients and the public on a daily basis.

Judicial appeals

The Appeals Department provides legal aid services to eligible clients who are applying for a judicial appeal of lower court, administrative board, or tribunal decisions (see pages 41 – 42).

Legal Information Services

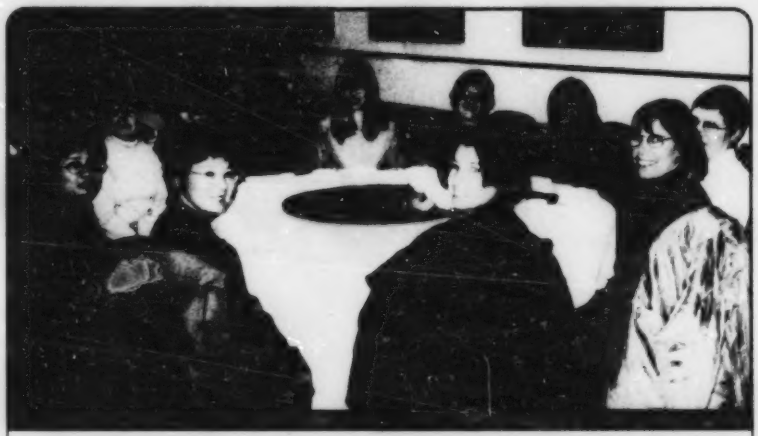
The Legal Information Services (LIS) Department works to improve access to basic legal information for all British Columbians. It provides services through the Legal Resource Centre (LRC) including legal information for the public on Law Line; reference, training, and collection support to public libraries; library reference services; and a legal information website (the Electronic Law Library) (see page 44).

The department also provides project funding and produces publications through the PLE and Publishing Programs (see pages 43 – 45). In providing these services, LIS relies on intermediaries across the province to reach people in their own communities, and uses the most appropriate medium (e.g., print, audio-visual, audio, website) to convey legal information to the public. In addition, the department provides intermediaries with back-up and training in a number of areas. These include using the Internet for legal research, building legal collections, finding additional resources and/or funding, preparing training programs in substantive areas of law, producing materials, carrying out translations and legal checks, and developing advocacy techniques and law reform strategies.

Native Programs Department

The mandate of the Native Programs Department is to ensure LSS addresses the legal needs of Aboriginal people in BC. It does this by making sure the education and information materials it provides about the law and justice-related issues are consistent with the unique needs of Aboriginal people. The department also provides PLE and community development grants, and project development assistance to Aboriginal communities (see page 44). Staff work collaboratively with other LSS departments by participating in funding committees and special projects such as the Aboriginal Case Coverage Committee (see page 38).

For a number of years, one of the department's priorities has been to help Aboriginal communities develop community-based justice programs (see page 44).



Staff celebrate Librarian/Information Specialist Cynthia Bartholomew's 15th anniversary with the LRC. Shown clockwise, starting from right of centre, are: Librarian/Information Specialists Tannis Boxer, Roberta Wong, and Katie Heung, LRC Administrative Assistant Pam Johnson, Audio-Visual Library Clerk Gail Maxwell, Librarian/Information Specialists Pam Clancy and Cynthia Bartholomew, Library Information Technician Lorraine Jang, Librarian/Information Specialists Beth Davies and Elim Wong, Legal Information Services Director Carol McEown, and Chief Librarian/LRC Manager Nancy Hannum.

Service delivery support

Service delivery support is provided for community offices through the Client Services Department, and for private bar lawyers through the Tariff Department.

Client Services

The Client Services Department is responsible for community office intake and service delivery operations. The department develops intake, eligibility, and coverage policies with input from other head office departments and community offices, and monitors operations to ensure these policies are applied consistently throughout the province. Department managers directly supervise LSS branch offices and administer contracts with funded agencies such as CLOs, NCLOs, and area directors. The managers also support and monitor staff lawyer performance; engage in ongoing program evaluation, renewal, and development; and supervise the Family Case Management Program (FCMP).

Computerized time-keeping for criminal, family, poverty, and immigration staff lawyers and poverty paralegals allows the Society to accurately assess the staff cost of cases. It also provides staff with an effective tool for managing their workload.

Tariff Department

"A number of months ago, your department made a commitment to pay bills within a few weeks, instead of the few months that had been the situation up till then. I have noticed, and really appreciated, your success in this area. Congratulations on your success and thank you for your prompt payments." – Thomas B. Townrow, Family Lawyer and Mediator, Prince George, BC (January 2002)

The Tariff Department processes approximately 2,575 private bar lawyer accounts each week. Department staff answer billing questions from lawyers, give tariff rate approvals, develop tariff policy and application guidelines, and manage content for the *Guide to Legal Aid Tariffs* (which includes the appeals, criminal, family, human rights, immigration, and disbursement tariffs) (see pages 45 – 46).

Tariff accounts examiners and Audit and Investigation staff monitor lawyers' bills to ensure compliance with the *Guide to Legal Aid Tariffs* and ensure private bar lawyers acting for legal aid clients bill LSS appropriately for their services and disbursements. Audit and Investigation staff perform random audits of expensive cases, files showing unusual billing patterns, and other accounts, such as those of top-billing private bar lawyers.

In 2001/2002, account audits led to recovering $78,034 from lawyers for accounts billed in error (compared to $103,313 in 2000/2001).

Aboriginal Case Coverage Committee

The Client Services and Tariff Departments jointly participate in the Aboriginal Case Coverage Committee, enabling the Society to be more proactive in its approach to Aboriginal case management. The committee's mandate includes reviewing exception requests to LSS coverage policy for Aboriginal hunting and fishing cases, recommending priorities for Aboriginal rights cases, and identifying possible test cases and alternative funding sources for issues involving Aboriginal rights.

Management and administration

Several departments at head office provide management and administration support.

Executive Office

The Executive Office supports the Board of Directors and board committees; reviews eligibility appeals (see page 48); and provides overall direction, policy planning, and communications support. With advice from in-house counsel, it also manages all LSS responses to formal applications under the Freedom of Information and Protection of Privacy Act (see page 49).

Finance and Administration

Services provided for LSS by the Finance and Administration Department include treasury functions; budgeting, financial control, and reporting; capital planning; payroll; accounting and banking; purchasing; office administration, facilities, and lease management; telephone, fax, and voicemail communications; and records management. The department also co-ordinates space planning, renovations, and equipment purchases for branches and, on request, assists CLOs and NCLOs with these matters.

Human Resources

The Human Resources (HR) Department, in partnership with staff, managers, and supervisors, provides support services in recruitment, benefits administration, salary and classification, employee relations, training and development, strategic and organizational changes, HR information systems reporting, general HR program development and implementation (e.g., employee recognition and performance management), collective bargaining, employee contract administration, HR administrative policy and procedures application and administration, retirement planning, and succession planning.

This year, the department negotiated a four-year collective agreement with the Professional Employees Association (PEA) and a three-and-a-half-year collective agreement with the BC Government Employees Union (BCGEU).

Information Technology

The Information Technology Department, in partnership with staff and management at all legal aid offices, identifies and implements business systems to enhance the Society's work. Specifically, the department is responsible for strategic planning to build sustainable computer systems and improve application development and support, and operations services.

Application development and support refers to the design, installation, deployment, and maintenance of key business applications. The primary application is the Case Management System (CMS), which supports the Society's intake, referral, tariff processing, and other business functions. Other applications include WebTime (for timekeeping) and JD Edwards (for finances). The department is also responsible for developing a corporate-wide intranet and extranet, an enterprise reporting system, and an improved human resources and payroll application.

Operations services include desktop, LAN, WAN, server support, database management, software installation and maintenance, e-mail administration, back-ups, and disaster recovery. A central support helpdesk service provides technical help to staff.

Appendix 2
Coverage

Legal aid coverage is provided in most areas of law, as outlined in the following sections.

As a result of the provincial government's January 2002 decision to reduce LSS funding and change the Society's mandate (see page 7), LSS will have to change its coverage policies in 2002/2003, particularly for family and poverty law matters. The following descriptions therefore apply *only* to the LSS coverage policies that were in effect throughout the 2001/2002 fiscal year.

Criminal law

Under its mandate (see page 3), LSS must provide legal representation to financially eligible people charged with criminal offences who, if convicted, —

- are likely to go to jail,
- might lose their means of earning a living, or
- could be deported from Canada.

Applicants may also receive legal representation if they —

- do not face imprisonment if convicted but have a mental or emotional disability that prevents them from defending themselves (for instance, if they cannot understand the nature or possible consequences of the proceedings, or they are unable to communicate effectively with counsel or the court); or
- are Aboriginal and their ability to follow a traditional livelihood of hunting and fishing could be affected if they are convicted of an offence.

Under the federal Young Offenders Act, anyone under 18 years of age charged with a federal offence has a legal right to a court order appointing a lawyer paid for by the state. Coverage must be provided regardless of financial eligibility or likelihood of imprisonment.

With special funding from the Ministry of Attorney General, LSS provides legal advice and representation to victims of, or witnesses to, crime in situations where the lawyer for the defence asks for disclosure of personal records (such as counselling records). A Criminal Code amendment (following the 1992 *Regina v. O'Connor* case) requires a judge to hear arguments about the relevance of the information sought and the effect of a disclosure on the victim of, or witness to, a crime. Applicants requesting representation in these matters do not have to be financially eligible for legal aid to get a lawyer.

Family law

Under section 3 of the Legal Services Society Act (see page 3), LSS provides legal aid for family matters for financially eligible people who —

- have serious family problems — for example, if they or their children are at risk of abuse, or they may lose contact with their children;
- need help to start getting maintenance payments or custody of/access to their children and no other organization in their community can help them;
- face an immediate and substantial prospect of going to jail as a result of maintenance enforcement proceedings;
- have had (or are at risk of having) their children taken away by the Ministry of Children and Family Development; or
- require legal representation to deal with custody and access of a child in the care of the Ministry of Children and Family Development.

The Family Case Management Program (FCMP) allows the Society to assess cases at regular intervals after the initial referral. This helps to ensure that cases continue to meet coverage and eligibility guidelines, and that the actions being taken or proposed are ones reasonable people would expect if they were paying for their own lawyers. FCMP applies to all family matters except those under the Child, Family and Community Service Act (CFCSA).

LSS provides limited coverage for variations in cases involving —

- a Supreme Court child maintenance order when there has been a significant change in circumstances and the difference in child support payments would be at least $100 per month, or
- a custody and access order when an existing relationship between a parent and child is in jeopardy.

Applicants with family problems may be referred to lawyers or, under certain circumstances, diverted to available alternative services in the community. Diversion to a family justice counsellor for dispute resolution services may occur where —

- there is no history of abuse, or
- interim orders are not immediately necessary to ensure the safety of the applicant and/or his or her children, and
- the applicant agrees to be diverted (though the applicant's agreement is not required if the only issue under consideration is obtaining an initial maintenance order).

If mediation succeeds, applicants diverted to family justice counsellors may return to LSS for independent legal advice before signing a consent order. If mediation is unsuccessful, applicants may return to LSS for further legal aid services.

This year, LSS participated in the Ministry of Attorney General's comprehensive child support initiative, run by the Kelowna Provincial Court Registry. One aspect of the ministry's initiative involved family justice counsellors referring selected clients to private bar lawyers for summary advice services. LSS funded two lawyers to provide this service at the Family Justice Centre. The response from participants was very positive. The ministry is evaluating the service and may expand it to other locations in the 2002/2003 fiscal year.

Immigration and refugee law

Section 3 of the Legal Services Society Act (see page 3) guarantees legal aid for financially eligible people who face immigration proceedings that could result in their removal from Canada. Most immigration cases covered by legal aid are refugee matters.

LSS established the Immigration and Refugee Law Clinic as part of its Vancouver branch office in 1995. An immigration client eligible for legal aid may be represented either

by clinic staff, which includes three lawyers and a paralegal, or a private bar lawyer. Staff at the clinic speak a variety of languages.

LSS also has an immigration duty counsel program, which provides legal representation to people in detention in Vancouver.

Other civil (poverty) law

Other civil law matters (also known as poverty law) include landlord/tenant disputes, Workers' Compensation claims, Canada Pension Plan issues, income assistance appeals, consumer protection issues, Employment Insurance appeals, foreclosures, and bankruptcies.

The most urgent civil law problems are given priority. These include matters that affect applicants' ability to feed, clothe, and house themselves and/or their families (see page 3).

Generally, a plaintiff who may receive money as a result of a civil action is not covered by legal aid. For example, a plaintiff in a personal injury Insurance Corporation of British Columbia (ICBC) case will rarely qualify for legal aid.

LSS staff attending the Poverty Law Staff Conference in Vancouver in November 2001 included, from left to right: Legal Information Counsellor Charlotte Kingsbury (Maple Ridge CLO), and Paralegals Beth Parkinson (Prisoners' Legal Services), Paddy Jones (Prince Rupert BO), and Janet Sawyer (Nelson BO).

In November 2001, the Society's Poverty Law Reform Committee completed a submission for the provincial government's Administrative Justice Project (AJP).

Titled *Fair For All: A Principled Approach to Administrative Justice for Low Income People in British Columbia*, the submission examined administrative law issues from the perspective of advocates who assist vulnerable low-income clients. It included 32 recommendations ranging from the need for changes to improve the accountability and professionalism of administrative tribunals to the need to incorporate safeguards in alternative dispute resolution mechanisms.

Administrative justice processes in British Columbia are ... defined by "twin pillars": impartiality and the right to be heard. ... We have chosen "fair for all" as our guiding principle and worked within tight timelines to make this submission because we believe that the answers to many of the questions being asked in the course of the Administrative Justice Project may be different for the people we assist. Our clients will perhaps be the best indicators of the success or failure of this project: A system that does not take into consideration the needs of the most vulnerable people in the province will not support the twin pillars ... regardless of its articulated goals.

– from *Fair for All: A Principled Approach to Administrative Justice for Low Income People in British Columbia*

Human rights law

The BC Human Rights Commission funds a human rights tariff administered by LSS, which applies only to issues the commission recognizes.

Clients making human rights complaints do not have to be financially eligible to receive legal aid. Respondents to complaints are given an income test to determine if they are financially eligible for legal aid, and must pay client contributions where applicable (see pages 47 – 48).

In February 2002, the commission announced that as a result of budget cuts it will be unable to continue this tariff after March 31, 2002.

Judicial appeals

Judicial appeals include —

- appeals of lower court decisions made to the BC Supreme Court, the BC Court of Appeal, and the Supreme Court of Canada; and

- applications to judicially review decisions made by administrative boards or tribunals (for example, under the Immigration Act or the BC Benefits Act). These applications are made to the BC Supreme Court or the Federal Court Trial Division.

Applicants who are financially eligible for legal aid may be covered if they are responding to appeals initiated by another party. Otherwise, LSS funds only those appeals and judicial reviews that fall under the Society's regular coverage criteria and have a reasonable chance of success. The Appeals Department must approve all judicial appeals and all services to be provided in each case.

Prisoners' services

All offices provide services to financially eligible prisoners, ranging from summary advice to legal representation for family, immigration, and criminal matters. In addition, Prisoners' Legal Services in Abbotsford deals exclusively with prison and parole-related legal issues for the men and women incarcerated in prisons and penitentiaries from Vancouver to Agassiz.

Prisoners' program staff also give legal information and summary advice, make written submissions, and negotiate on behalf of clients. If all else fails, they litigate. Staff help prisoners with disciplinary hearings, parole hearings, involuntary transfers or solitary confinement placements, sentence calculations, involuntary treatment issues, assault complaints, parole or statutory release conditions, and institutional interference with family visits and correspondence.

Staff are very experienced in prison law matters and have worked on hundreds of cases over the years to help improve conditions in BC prisons and penitentiaries.

Reciprocals

Provinces and territories in Canada provide the same level of civil and family legal aid coverage to people who live outside — but face legal proceedings within — their jurisdiction as they provide to their own residents. The inter-provincial reciprocal agreement, implemented by the Association of Legal Aid Plans of Canada, sets out the procedures for this coverage.

LSS community offices process requests by BC legal aid applicants for cases in other jurisdictions. Staff assess applicants' financial eligibility, gather all relevant documents, and refer those who are eligible to the appropriate provincial plan. The Vancouver Intake Clinic processes incoming reciprocals from other provinces. Staff assess coverage and refer eligible applicants to lawyers in the communities where court actions are to take place.

Appendix 3
Public Legal Education and Information

"In my work with a full range of community-based groups ... over the past 26 years I have never heard anything but support and gratitude for all of the work done by LSS — from the vital library and information services division, to publishing, public legal education, the funding for innovative community PLE work, the pioneering community law office model, Native law programs, and of course the actual delivery of legal aid. All of your services are so well used – probably more than you actually know." – Diana Ellis, Consultant, Vancouver

As a result of the provincial government's January 2002 decision to reduce LSS funding and change the Society's mandate (see page 7), LSS will have to make a number of changes to how it provides legal information services. The following descriptions therefore apply *only* to the legal information services that were available throughout the 2001/2002 fiscal year.

Providing the public with legal education and information is an integral part of the LSS mandate (see page 3). Staff in community offices, the Legal Resource Centre (LRC), the Public Legal Education (PLE) and Publishing Programs, and the Native Programs Department offer a wide variety of services that increase and improve public access to and involvement in the law. Public legal education materials and activities —

- give staff updated legal information and resources to use in providing summary advice and legal representation services to the public;
- provide the public with information and/or self-help materials that can assist individuals with their legal problems without legal representation whenever possible and appropriate; and
- help newcomers to the province gain access to legal information and legal aid services.

Publications

The PLE Program and Native Programs Department update and co-ordinate the production of numerous legal self-help and information materials. The Publishing Program uses plain language editing and design expertise to produce PLE materials that help client groups identify, avoid, or resolve common legal problems. The program distributes these materials to legal aid offices, community groups, libraries, government agencies, and the public.

Some publications are produced in Chinese, Farsi, French, Japanese, Korean, Punjabi, Russian, Spanish, and Vietnamese where a need is perceived for such a translation. These materials are described in the *LSS Publications Catalogue*. In addition, the program maintains information about LSS and posts some PLE publications on the LSS website (http://www.lss.bc.ca).

The Publishing Program produces the PLE Program's newsletter *Community Law Matters* (*CLM*), a digest for community advocates who work in poverty law. *CLM* includes reports on recent cases, changes in legislation, and community organizing initiatives. The program also produces the LRC's newsletter, the *LRC News and Supplement*, which informs librarians and community information workers about referral agencies, changes in the law, new publications, and old materials to be discarded.

Award-winning publications

LSS staff continued to win awards for producing excellent publications.

Three publications received Communicator Awards, which were founded in the United States by communications professionals to recognize excellence in the communications field:

- *When I'm 64: A Guide to Benefits and Services for People Aged 60 and Over* (revised November 2001) received the Communicator's highest level of recognition — a Crystal Award of Excellence.
- The *LSS Business Plan 2001/2002* received an Award of Distinction.
- The *LSS Publications Catalogue 2002* received an Honourable Mention.

Two publications received Apex Awards, which were also founded in the United States and are based on excellence in graphic design, editorial content, and overall excellence in effective communications:

- *Sponsorship Breakdown* (in English, Chinese, Punjabi, and Vietnamese) received an award in the category of Special Purpose Brochures, Manuals and Reports.
- The *Audio-Visual Library Catalogue 2000/2001* received an award in the category of Catalogues, Directories, and Buyers' Guides.

Three publications received Society for Technical Communications Awards (Canada West Coast Publications Competition):

- The *Audio-Visual Library Catalogue 2000/2001* and the LSS *Annual Report 2000/2001* each won an Award of Excellence.
- The LSS *Business Plan 2001/2002* won an Award of Merit.

In addition to the 71 publications and materials produced and distributed this year (see page 9), the Publishing Program also completed 9 administrative projects (such as updates to the *Guide to Legal Aid Tariffs* and corporate reports).

Legal Resource Centre

The Legal Resource Centre (LRC) is a law library for the public and legal aid staff. The library collection contains 13,000 volumes for reference use, including special collections of poverty law, native law, law and the disabled, legal literacy, legal aid, and legal education materials. The library also provides staff with access to electronic legal information materials and supports a number of services.

Reference services

LRC personnel provide reference services to staff and public libraries. In 2001/2002, they responded to 1,259 specialized reference requests.

Law Line

Law Line is a legal information telephone service provided by law librarians for the general public. In 2001/2002, Law Line staff responded to 12,482 requests.

Audio-visual collection

The LRC maintains a circulating audio-visual collection of BC law-related and educational materials. This year 814 items were circulated to community groups, schools, and colleges.

Public library grants

"Many thanks for the grant that you have given to our library for the purchase of legal material. Lately we had a 'real run' on legal reference questions and I have been grateful for having the material that has been needed at my fingertips, and that has been thanks to you." – Wendy Olinger, Librarian, Midway Public Library

Public libraries can apply to the LRC for funding to purchase legal materials. In 2001/2002, these grants serviced 68 libraries or library systems.

Workshops

The LRC sponsors a legal materials/information and reference training program. In 2001/2002, the centre provided or participated in 16 workshops for 372 librarians, LSS staff, and community organizations.

Electronic Law Library

The Electronic Law Library (ELL) maintained by the LRC provides basic links to reliable legal information sites for the general public (http://www.bcpl.gov.bc.ca/ell). These include statute, court, and government sites, as well as other sites that contain information on topics ranging from Aboriginal law to young offenders. The ELL is also a major resource for LSS staff, community advocacy groups, and libraries throughout the province. Visits to this site rose to 16,446 per month in 2001/2002 (compared to 11,250 per month in the previous year).

Small grants

LSS supports community participation in public legal education by providing small grants to help organizations across the province develop projects, workshops, and materials that explain the law and the legal system to the public.

Native Programs Department project grants

The Native Programs Department funded 24 public legal education (PLE) projects (20 carried over from the previous year) and 9 restorative justice initiatives in 2001/2002. Organizations receiving grants for PLE projects included 3 native community law offices (NCLOs), 1 community law office (CLO), women's groups, First Nations bands, and community service agencies.

Organizations receiving grants for restorative justice initiatives included 3 NCLOs, First Nations bands, a tribal council, and restorative justice agencies. These initiatives help Aboriginal communities implement their own traditional responses to crime, and emphasize healing and the importance of community involvement in the justice process.

Public Legal Education Program project grants

The PLE Program funded 45 groups to carry out projects this year. The program helped another 37 groups complete projects started in previous years. Eight projects were sponsored by LSS field offices and covered topics ranging from legal information for teen parents to workshops on wills and estates.

Fieldworker Brenda Rose (Public Legal Education Program, left) and Supervisor Candice Lee (Publishing Program, right) relax with the rest of the staff from the Legal Information Services Department at a December 2001 potluck lunch.

Community office public legal education

Across the province, staff provide a wide range of PLE services for their communities and work with other local agencies to improve public access to, and understanding of, the law. These services include —

- providing general legal information in newspaper columns and on television programs;
- training lay advocates;
- speaking about the law to schools, colleges, and community groups;
- co-sponsoring conferences and giving workshops on various aspects of the law; and
- offering free information and intake clinics in communities where there are no legal aid offices.

Office staff are also involved in a variety of community development and law reform activities that can provide direct benefits to groups of clients or improve client access to the legal system. Such work can reduce the need for individual representation and improve the overall functioning of the justice system.

Appendix 4
Tariffs

As a result of the provincial government's January 2002 decision to reduce LSS funding and change the Society's mandate (see page 7), LSS will have to replace the tariff holdbacks with a 10% reduction to all tariffs in 2002/2003. The following descriptions therefore apply *only* to the tariff structure that was in place throughout the 2001/2002 fiscal year.

Private bar lawyers who represent legal aid clients in criminal, family, CFCSA, human rights, immigration and refugee, and judicial appeals matters are paid according to a schedule of fees known as the tariffs. These fees are established by LSS in consultation with the tariff committees representing private bar lawyers.

The criminal tariff is generally based on block fees (before holdbacks, see page 46), which represent the average amount of time required for a proceeding. Block fees are based largely on court appearances and are meant to include all other related services that are not billable. This year, as part of its quality assurance initiative, the Society implemented a Strategic Case Assessment Program (SCAP — see page 18) for all criminal cases involving the most serious (Category IV) charges where counsel anticipate the trial or preliminary inquiry will last more than five days. The tariff for SCAP cases is generally $80 per billable hour (before holdbacks) for authorized preparation time and court time.

The other tariffs are generally $80 per billable hour (before holdbacks) up to specified maximums for most work. The family and immigration tariff fees pay for actual time spent in court (except for immigration detention hearings or reviews, which are paid on a block fee basis).

Because of the serious budget impact of large and unpredictable (usually criminal) cases, current LSS policy is to terminate a client's coverage once either the total legal fees or the total disbursements paid or billable for a case reach $50,000.

The BC Human Rights Commission (via the provincial government) reimburses LSS the cost of the human rights tariff for BC Human Rights Act matters, and pays the Society an administrative fee for processing accounts. The commission announced in February 2002 that as a result of budget cuts it will be unable to continue this tariff after March 31, 2002.

There is no tariff for other civil (poverty) law services. Staff lawyers or paralegals under staff lawyer supervision do most of this work. Some matters are referred to private bar lawyers on a pro bono basis. In such instances, LSS pays the lawyers for approved disbursements.

A panel of private bar lawyers with expertise in various areas of law provides staff with advice and assistance in assessing requests for extra fees and disbursements.

Holdbacks

Tariff holdbacks are amounts deducted from accounts at the time of payment. At the end of each fiscal year, the Board of Directors determines whether any money is available in the tariff budgets to repay any portion of these amounts (see page 22).

The holdbacks are 10% for family, criminal, criminal appeals, duty counsel, and immigration cases, and 5% for family and immigration appeals.

Appendix 5
Financial Eligibility and Client Contributions

Anyone whose net household income and assets are below set limits is financially eligible for legal aid. Some income sources, such as the Child Tax Benefit, are excluded from total net income, while some expenses, such as daycare costs, are deducted.

Applicants whose income is below the guidelines may own some assets and still be eligible for legal aid. There are five asset categories: family home, real property (any kind of real estate except the family home), vehicles, business assets, and personal property (excluding vehicles but including, for example, savings accounts, RRSPs, furniture, jewellery, etc.) Each category has different limits, but generally applicants may still qualify for legal aid if they have some personal property (e.g., reasonable household furnishings), a small amount of liquid assets (e.g., cash, bank accounts), and equity of $5,000 or less in vehicle(s).

As a condition of receiving a legal aid referral, clients must agree to repay some or all of their legal aid costs if their financial situation improves and, on reassessment of their eligibility, the Society asks them to do so.

Applicants whose income and assets are above the financial eligibility limits can still receive legal information and summary advice.

There are two maximum income levels: one for criminal matters and one for all other matters. These different levels were introduced with the eligibility cuts in 1997 in response to concerns that the reductions would affect women more severely than men. The Income/Asset guidelines chart (see page 47) sets out the LSS income and personal property asset guidelines that were in effect throughout 2001/2002.

Applicants whose net household income exceeds the guidelines by up to $150 are eligible for limited legal aid if they face —

- an emergency family problem, or
- a Child, Family and Community Service Act (CFCSA) matter.

Income/Asset guidelines (effective April 1, 2000)

Household size	Net household monthly income		Assets
	Criminal cases*	All other cases*	Personal property exemption (all cases)
1	$ 925	$ 1,002	$ 2,000
2	1,388	1,504	4,000
3	1,620	1,755	4,500
4	1,792	1,941	5,000
5	1,975	2,140	5,500
6	2,147	2,326	6,000
7 or more	2,294	2,486	6,000

* including appeals

Financial eligibility reassessments

Financial eligibility may be reassessed from time to time to determine if a client is still financially eligible for legal aid. If the client is no longer eligible, legal aid is terminated and the individual must pay for a lawyer privately. Such reassessments normally occur —

- if the client's financial circumstances have changed during the course of a referral,
- if LSS becomes aware of assets, income, or family relationships that the client did not reveal during intake,
- when a new case is opened,
- when a change of lawyer is processed,
- at the request of the Family Case Management Program (for family cases),
- as a result of a complaint about the client's financial eligibility, or
- on a random basis for auditing purposes.

A legal aid client's financial eligibility is always reassessed if he or she receives assets or money. In such cases, LSS calculates the total amount received and determines whether to convert the legal aid referral to a private fee retainer in order to collect a payment from the client.

There is a basic exemption of $10,000 in assets or money received to cover basic needs, including housing. The maximum a client could be asked to pay toward legal expenses is 50% of the amount received after deducting this exemption. The amount received in recoveries from clients in 2001/2002 was $481,474 (compared to $488,700 in 2000/2001).

Client contributions

Applicants whose net household income falls within the LSS contribution guidelines (see page 48) must pay a contribution ranging from $25 to $100 before they can be referred to a lawyer or staff paralegal. With some important exceptions — for example, a client with emergency family problems — the contribution must be paid in full before staff can refer the applicant to a lawyer.

Income from client contributions for 2001/2002 was $231,391.

Applicants whose net household income exceeds the guidelines by up to $150 are eligible for limited legal aid if they face —

- an emergency family problem, or
- a Child, Family and Community Service Act (CFCSA) matter.

Income/Asset guidelines (effective April 1, 2000)

Household size	Net household monthly income		Assets
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- when a change of lawyer is processed,
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Income from client contributions for 2001/2002 was $231,391.

Table of contributions by income level (effective April 7, 1997)

Household size	Net household monthly income				
1	$ 0 – 644	$ 645 – 678	$ 679 – 775	$ 776 – 872	over $ 872
2	0 – 923	924 – 972	973 – 1,111	1,112 – 1,250	over 1,250
3	0 – 1,129	1,130 – 1,189	1,190 – 1,359	1,360 – 1,529	over 1,529
4	0 – 1,283	1,284 – 1,350	1,351 – 1,543	1,544 – 1,736	over 1,736
5	0 – 1,396	1,397 – 1,469	1,470 – 1,679	1,680 – 1,889	over 1,889
6	0 – 1,489	1,490 – 1,567	1,568 – 1,791	1,792 – 2,015	over 2,015
7 or more	0 – 1,584	1,585 – 1,665	1,666 – 1,903	1,904 – 2,141	over 2,141
Assessed contribution	**None**	**$ 25.00**	**$ 50.00**	**$ 75.00**	**$ 100.00**

Appendix 6
Coverage and Eligibility Reviews

Applicants who are refused legal aid have the right to have that decision reviewed. They must request an appeal of the refusal within 21 days of receiving the decision. This right extends to many other decisions that affect applicants and clients, such as financial eligibility reassessments. The Chief Executive Officer/Executive Director or his or her designate makes final decisions on reviews.

LSS has the right to refuse to provide legal aid. This can happen if the intake worker believes an applicant is not financially eligible, has a problem that does not fall under the Society's coverage rules, or has not provided sufficient information to satisfy LSS that he or she is eligible for legal aid.

In 2001/2002, LSS received 1,081 requests for coverage and eligibility reviews. Of these, 38 were approved, 945 were refused, and 92 were abandoned (i.e., the matter was returned to the referring office to consider additional information or issues, or the applicant resolved the matter by other means). At year-end, 6 requests were awaiting decisions.

Appendix 7
Client Confidentiality

All information an applicant or client gives to LSS is subject to solicitor-client privilege. LSS cannot disclose that information to any third party without the applicant or client's informed written consent. Solicitor-client privilege is protected under section 12 of the Legal Services Society Act and section 14 of the Freedom of Information and Protection of Privacy Act (FOIPPA).

Table of contributions by income level (effective April 7, 1997)

Household size	Net household monthly income				
1	$ 0 - 644	$ 645 - 678	$ 679 - 775	$ 776 - 872	over $ 872
2	0 - 923	924 - 972	973 - 1,111	1,112 - 1,250	over 1,250
3	0 - 1,129	1,130 - 1,189	1,190 - 1,359	1,360 - 1,529	over 1,529
4	0 - 1,283	1,284 - 1,350	1,351 - 1,543	1,544 - 1,736	over 1,736
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Freedom of information

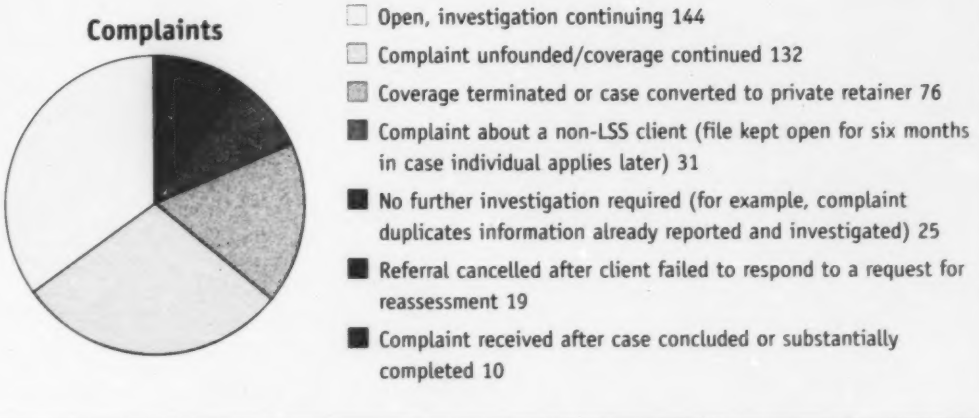
As a public agency, LSS is covered by the FOIPPA. The Society makes every effort to give applicants, clients, and the general public access to information they are entitled to have, while protecting personal privacy.

In 2001/2002, LSS received 14 requests for information under the FOIPPA. Five were from clients, 3 were from other individuals, 4 were from lawyers, 1 was from the media, and 1 was from an interest group. Two files carried over from the previous year and 13 of this year's files were closed. Of these, information was denied to 3 applicants, fully disclosed to 4, and partially disclosed to 6. One request was abandoned and in one case, the requested information did not exist.

The most common reasons the Society denies access to some or all records are that releasing the information would harm a third party's personal privacy and/or the requested information is protected by solicitor-client privilege.

Two requests remained open as of March 31, 2002, one of which was carried over from 1999 and awaiting the applicant's appeal of a judicial review that supported the Society's decision.

Appendix 8
Complaints


Complaints
Open, investigation continuing 144
Complaint unfounded/coverage continued 132
Coverage terminated or case converted to private retainer 76
Complaint about a non-LSS client (file kept open for six months in case individual applies later) 31
No further investigation required (for example, complaint duplicates information already reported and investigated) 25
Referral cancelled after client failed to respond to a request for reassessment 19
Complaint received after case concluded or substantially completed 10

Anyone can complain to LSS about issues ranging from possible abuse of legal aid or lack of wheelchair access at a community office, to the quality of a lawyer's service. LSS forwards complaints to the appropriate office or department for investigation. Decisions are reviewed to maintain consistency among investigations throughout the province.

In 2001/2002, LSS received complaints that claimed 437 individuals were improperly receiving legal aid. The above chart shows the outcome of investigations into those complaints.

Appendix 9

Application and Referral Statistics

Type of legal problem	2001/2002 Applications	2001/2002 Referrals	2001/2002 Information/ summary advice	2000/2001 Applications	2000/2001 Referrals	2000/2001 Information/ summary advice	1999/2000 Applications	1999/2000 Referrals	1999/2000 Information/ summary advice
Criminal	33,662	24,288	3,628	35,713	25,845	3,865	38,409	27,479	2,899
Family/CFCSA	23,168	13,991	4,648	25,217	15,526	5,019	24,386	13,828	4,253
Immigration	3,549	3,110	56	3,559	3,046	65	4,667	3,949	34
Human rights	188	145	12	202	148	23	233	176	15
Other civil (poverty)	9,107	5,355	2,553	9,383	5,948	2,142	9,704	6,102	2,123
Intake case [1]	22,557	n/a	n/a	22,806	n/a	n/a	21,136	n/a	n/a
Total	**92,231**	**46,889**	**10,897**	**96,880**	**50,513**	**11,114**	**98,535**	**51,534**	**9,324**
	2001/2002 figures based on data run in May 2002			2000/2001 figures based on data run in May 2001			1999/2000 figures based on data run in May 2000		

[1] An intake case is a record of assistance provided to an individual seeking help with an "other civil" (poverty) law problem that requires only brief service, or a legal problem that is not covered by the tariffs (e.g., in criminal or family law). An intake case involves up to two hours of summary legal advice and/or information; it is not a formal application for legal aid, and the applicant does not have to be financially eligible to receive this help.

Demand for legal aid: All areas of law

In 2001/2002, 85.7 (full-time equivalent) staff lawyers, 61.6 (full-time equivalent) paralegals/legal information counsellors, and 1,263 private bar lawyers provided legal representation to eligible clients with serious criminal, family, immigration, human rights, and other civil (poverty) law problems. Private bar lawyers handled 77.1% of these referrals.

The percentage of applications (excluding intake cases, which are not eligible for legal representation) resulting in referrals was 67% in 2001/2002, 68% in 2000/2001, and 67% in 1999/2000.

LSS staff also handled close to 33,500 matters this year that did not result in legal aid referrals to lawyers. For these problems, individuals were diverted to alternative service providers or given summary legal advice and/or legal information to help them (see intake case total plus information/summary advice total, above).

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Intake cases by issue type 2001/2002

Issue	Number	% [2]	Issue	Number	% [2]
Family: Non-tariff	4,572	20.0	ICBC	381	2.0
Administration [1]	3,506	16.0	Mental health and adult guardianship	359	2.0
Criminal: Non-tariff	3,179	14.0	Native rights	261	1.0
BC Benefits	1,324	6.0	Immigration: Non-tariff	258	1.0
Debt and collections	1,221	5.0	Workers' Compensation	237	1.0
Housing	1,106	5.0	Employment Insurance	213	1.0
Income tax and GST	953	4.0	Criminal injury compensation and victim assistance	211	1.0
Wills/Estates	649	3.0			
Notarizing	574	3.0	Bankruptcy	193	1.0
Contract/Consumer	558	2.0	Human rights: Non-tariff	173	1.0
Canada Pension Plan/Old Age Security	511	2.0	Foreclosure	114	1.0
Torts/Negligence	507	2.0	Real property	108	0.5
Employment	458	2.0	Other	479	2.0
Prisoners' law	452	2.0	**Total**	**22,557**	

[1] Administration refers to a variety of services ranging from providing potential applicants with information about legal aid or recording a change of counsel in a file, to swearing an affidavit for a client whose file was opened at another office.
[2] The percentage total exceeds 100 due to rounding.

Demand for legal aid: Criminal matters 2001/2002

In 2001/2002, 51.8% of legal aid referrals were for criminal matters (compared to 51.2% in 2000/2001 and 53.3% in 1999/2000).

Region [1]	Total applications	Adult referrals		YOA referrals		Total referrals	Information/ summary advice
		Staff lawyers	Private bar lawyers	Staff lawyers	Private bar lawyers		
Lower Mainland/ Fraser Valley	17,681	1,816	8,519	733	1,473	12,541	2,190
Vancouver Island	6,495	345	2,929	99	1,034	4,407	739
Southern Interior	4,842	345	2,679	105	630	3,759	453
Northern BC	4,644	332	2,438	164	647	3,581	246
Total	**33,662**	**2,838**	**16,565**	**1,101**	**3,784**	**24,288**	**3,628**

[1] See page 57 for a list of offices by region.

Criminal cases by most serious charge 2001/2002 [1]

Charge Category [2]	Adult referrals		YOA referrals		Total referrals	%
	Staff lawyers	Private bar lawyers	Staff lawyers	Private bar lawyers		
Category 1	469	1,785	188	571	3,013	12.4
Category 2	1,019	5,707	535	1,631	8,892	36.6
Category 3	1,319	8,612	371	1,520	11,822	48.7
Category 4	31	461	7	62	561	2.3
Total	**2,838**	**16,565**	**1,101**	**3,784**	**24,288**	

[1] Only one charge (the most serious) for each case is included in this chart.
[2] Category 1 includes the least serious offences, such as breach of probation, motor vehicle offences (e.g., driving while suspended), or escapes. Category 2 includes most summary or hybrid offences, such as simple assault, more serious driving offences (e.g., dangerous driving), or theft under $5,000. Category 3 includes most indictable offences, such as more serious assault, breaking and entering, dangerous or impaired driving causing death or bodily harm, or criminal negligence. Category 4 includes the most serious offences, such as murder, kidnapping, or sexual assault with a weapon or causing bodily harm.

Demand for legal aid: Family matters 2001/2002

In 2001/2002, 29.8% of legal aid referrals were for family matters (compared to 30.7% in 2000/2001 and 26.8% in 1999/2000).

Region [1]	Total applications	Family referrals		Child protection (CFCSA) referrals		Total referrals	Information/ summary advice
		Staff lawyers	Private bar lawyers	Staff lawyers	Private bar lawyers		
Lower Mainland/ Fraser Valley	9,150	677	3,692	173	955	5,497	2,043
Vancouver Island	5,744	92	2,648	17	661	3,418	1,390
Southern Interior	4,628	43	2,458	5	541	3,047	730
Northern BC	3,646	322	1,180	84	443	2,029	485
Total	**23,168**	**1,134**	**9,978**	**279**	**2,600**	**13,991**	**4,648**

[1] See page 57 for a list of offices by region.

Family cases by issue type 2001/2002

Issue	Referrals	% [1]	Issue	Referrals	% [1]
Access/Custody	9,232	40.9	Spousal maintenance	2,249	10.0
Child maintenance	5,835	25.9	Maintenance enforcement	280	1.2
Family violence	2,526	11.2	Other	194	.9
Property division [2]	2,246	10.0	**Total** [3]	**22,562**	

[1] Property division is rarely covered if it is the sole issue faced by the client. The exception to this is if the property is the family home and the client is not married to the opposing party, is not registered on the title, and has a minimum of $5,000 interest in the home.
[2] The total is higher than the total number of family referrals in the "Demand for legal aid" charts above and on page 50 because applications often include more than one issue.
[3] The percentage total exceeds 100 due to rounding.

CFCSA cases by issue type 2001/2002

Issue	Referrals	% [1]	Issue	Referrals	% [1]
Removal	2,392	65.6	Review of agreements	129	3.5
Custody	332	9.1	Other (including appeals)	617	16.9
Access	175	4.8	**Total** [2]	**3,645**	

[1] The percentage total is under 100 due to rounding.
[2] The total is higher than the total number of CFCSA referrals in the "Demand for legal aid" charts on pages 50 and 52 because applications can include more than one issue.

Demand for legal aid: Immigration and refugee matters 2001/2002

In 2001/2002, 6.6% of legal aid referrals were for immigration and refugee matters (compared to 6.0% in 2000/2001 and 7.7% in 1999/2000).

Region [1]	Total applications	Referrals		Total referrals	Information/ summary advice
		Staff lawyers	Private bar lawyers		
Lower Mainland/ Fraser Valley	3,419	223	2,796	3,019	34
Vancouver Island	98	5	64	69	22
Southern Interior	25	11	8	19	0
Northern BC	7	0	3	3	0
Total	**3,549**	**239**	**2,871**	**3,110**	**56**

[1] See page 57 for a list of offices by region.

Immigration/refugee cases by country of origin 2001/2002

Country	Referrals	%	Country	Referrals	%
China	501	16.1	Colombia	70	2.3
Mexico	367	11.8	Guatemala	70	2.3
Honduras	254	8.2	India	52	1.7
Hungary	245	7.9	Pakistan	51	1.6
Iran	170	5.5	Zimbabwe	51	1.6
United States	129	4.1	Malaysia	46	1.5
El Salvador	88	2.8	Vietnam	44	1.4
Fiji	82	2.6	Other [1]	812	26.1
Sri Lanka	78	2.5	**Total**	**3,110**	

[1] Other includes cases where the client's country of origin was not determined.

Demand for legal aid: Other civil (poverty) law matters 2001/2002

In 2001/2002, 11.4% of legal aid referrals were for other civil (poverty) law matters (compared to 11.8% in 2000/2001 and 11.8% in 1999/2000).

Region [1]	Total applications	Referrals			Total referrals	Information/ summary advice
		Staff lawyers	Paralegals	Private bar lawyers		
Lower Mainland/ Fraser Valley	3,898	614	2,045	79	2,738	876
Vancouver Island	2,507	253	681	54	988	1,064
Southern Interior	1,519	375	369	49	793	474
Northern BC	1,183	206	606	24	836	139
Total	**9,107**	**1,448**	**3,701**	**206**	**5,355**	**2,553**

[1] See page 57 for a list of offices by region.

Other civil law cases by issue type 2001/2002

Issue	Referrals	%	Issue	Referrals	%
BC Benefits	1,694	22.9	Mental health and adult guardianship	198	2.7
Housing	594	8.0	Workers' Compensation	184	2.5
Disciplinary charge [1]	500	6.8	Torts/Negligence	177	2.4
Debt and collections	309	4.2	Family: Non-tariff	166	2.2
Canada Pension Plan/ Old Age Security	240	3.2	Wills/Estates	136	1.8
Employment Insurance	207	2.8	Administrative segregation [1]	110	1.5
			Other	2,891	39.0
			Total [2]	**7,406**	

[1] Prisoners' issues.
[2] The total is higher than the total number of referrals in the "Demand for legal aid" charts above and on page 50 because applications can include more than one issue.

Demand for legal aid: Human rights matters 2001/2002

In 2001/2002, 0.3% of legal aid referrals were for human rights matters (compared to 0.3% in 2000/2001 and 0.3% in 1999/2000).

Region [1]	Total applications	Referrals		Total referrals	Information/ summary advice
		Staff lawyers	Private bar lawyers		
Lower Mainland/ Fraser Valley	109	0	91	91	1
Vancouver Island	35	1	19	20	9
Southern Interior	19	0	15	15	1
Northern BC	25	4	15	19	1
Total	**188**	**5**	**140**	**145**	**12**

[1] See page 57 for a list of offices by region.

Demand for legal aid: Judicial appeals 2001/2002

Area of law	Total applications	Referrals		Total referrals	Information/ summary advice
		Staff lawyers	Private bar lawyers		
Criminal	666	10	283	293	3
Family/CFCSA	237	12	91	103	5
Immigration [1]	768	JR: 4 AS: 29	JR: 119 AS: 309	JR: 123 AS: 338	5
Human rights	18	0	8	8	0
Other civil (poverty)	42	18	3	21	6
Total	**1,731**	**73**	**813**	**886**	**19**

These figures are included in the previous "Demand for legal aid" tables.

[1] There are two kinds of immigration referrals: JR = a referral for a judicial review, where a formal hearing is held in federal court. Applications must pass a merit test before these referrals are issued. AS = a referral for ancillary services, which entails submissions to the Minister of Immigration under sections 9, 53, and 70(5) of the Immigration Act, and section 2 of the Regulations (no formal hearing is held). These applicants would have been denied a referral for judicial review. Referrals for ancillary services are not subject to a merit test. Ancillary services include, for example, submissions to the minister to allow an applicant to remain in Canada for humanitarian and compassionate reasons.

Demand for legal aid: Reciprocals 2001/2002

Province	Outgoing				Incoming			
	Applied	Referred	Pending	Abandoned or refused	Applied	Referred	Pending	Abandoned or refused
Alberta	214	175	7	32	151	124	6	21
Manitoba	43	34	1	8	30	25	0	5
New Brunswick	3	3	0	0	0	0	0	0
Newfoundland	4	3	0	1	1	1	0	0
Northwest Territories/ Nunavut	6	5	0	1	5	4	0	1
Nova Scotia	14	10	0	4	14	11	1	2
Ontario	124	93	4	27	41	32	1	8
Prince Edward Island	0	0	0	0	1	1	0	0
Quebec	29	23	0	6	19	14	0	5
Saskatchewan	21	18	0	3	29	23	1	5
Yukon Territory	7	6	0	1	5	4	0	1
Other	2	0	0	2	3	3	0	0
Total	**467**	**370**	**12**	**85**	**299**	**242**	**9**	**48**

Glossary

Acronyms

AD	Area director
AJP	Administrative Justice Project
AS	Ancillary services
BCACLO	BC Association of Community Law Offices
BCGEU	BC Government Employees Union
BO	Branch office (LSS)
CFCSA	Child, Family and Community Service Act
CLAS	Community Legal Assistance Society
CLE	Continuing Legal Education Society
CLM	*Community Law Matters*
CLO	Community law office
CMS	Case Management System
CSR	Core Services Review
DOJ	Department of Justice
DOS	Disk Operating System
ELL	Electronic Law Library
EMC	Executive Management Committee
ESL	English-as-a-second-language
FCMP	Family Case Management Program
FOIPPA	Freedom of Information and Protection of Privacy Act
FTE	Full-time equivalent
GST	Goods and Services Tax
HO	Head office (LSS)
HR	Human Resources
HRIS	Human Resources Information System
ICBC	Insurance Corporation of British Columbia
JR	Judicial review
LAN	Local area network
LIC	Legal Information Counsellor
LIS	Legal Information Services
LSLAP	Law Students Legal Advice Program (University of British Columbia)
LRC	Legal Resource Centre
LSS	Legal Services Society
NCLO	Native community law office
NCLOABC	Native Community Law Offices Association of BC
OMT	Operations Management Team
PEA	Professional Employees Association
PLE	Public Legal Education
PLEI	Public Legal Education and Information
QC	Queen's Counsel
RRSP	Registered Retirement Savings Plan
SCAP	Strategic Case Assessment Program
VCN	Vancouver Community Net
WAN	Wide area network
YOA	Young Offenders Act

Legal Aid Offices by Region

Check the Telus phone book for current addresses and phone numbers. Offices are listed under "Legal Aid — Legal Services Society" in the white pages and in the "Lawyers" section of the SuperPages (yellow pages).

Lower Mainland/Fraser Valley

Prisoners' Legal Services (Abbotsford BO)
Abbotsford Community Legal Services Society (CLO)
Burnaby (BO)
Chilliwack (BO)
Langley Legal Assistance Centre (CLO)
Ridge Meadows Community Law Office (Maple Ridge CLO)
Westminster Community Legal Services Society (New Westminster & Port Coquitlam CLOs)
North Shore Community Resources (CLO)
Robert Parsonage (Richmond AD)
James K. Flemming (Sechelt AD)
Brian N. Hughes (Squamish AD)
Surrey (BO)
Vancouver (BO)
Vancouver Aboriginal Law Centre (BO)
Vancouver (HO)

Southern Interior

Kootenay Community Law Centre (Cranbrook CLO)
Ron Bentley (Fernie AD)
Glen Ewan QC (Golden AD)
Deanna Ludowicz (Grand Forks AD)
Barnim Kluge (Invermere AD)
Kamloops (BO)
Tom Humphries (Kaslo AD)
Kelowna (BO)
Stl'atl'imx/Nlha'7kapmx Legal Services (Lillooet & Lytton NCLOs)
Nicola Valley Native Community Law Society (Merritt NCLO)
Nelson (BO)
Penticton Community Law Office (CLO)
Robert A. Lundberg (Revelstoke AD)
Garret N. Wynne (Salmon Arm AD)
North Okanagan Community Law Office (Vernon CLO)

Vancouver Island

Alert Bay (Campbell River satellite office)
Campbell River (BO)
Courtenay (BO)
Duncan Community Law Office (NCLO)
David P. O'Connor (Ladysmith AD)
Doug Traill Memorial Law Centre (Nanaimo CLO)
Barbara M. Smith (Port Alberni AD)
Port Alberni Friendship Centre (NCLO)
Port Hardy (Campbell River satellite office)
Powell River Legal Services (CLO)
James P. Roth (Ucluelet AD)
The Law Centre (Victoria CLO)

Northern BC

Burns Lake Yinkadinee' Keyakh Law Centre Society (NCLO)
Glenn A. P. Stasiuk (Chetwynd AD)
Dawson Creek (BO)
Fort Nelson Legal Information Services (CLO)
Dene Law Centre Society (Fort St. James NCLO)
Fort St. John (BO)
Fort St. John Friendship Society (NCLO)
Upper Skeena Counselling & Legal Assistance Society (Hazelton NCLO)
Haida Gwaii Legal Society (Masset & Skidegate NCLOs)
Nisga'a Community Law Office (New Aiyansh NCLO)
Prince George (BO)
Carrier Sekani Family Services (Prince George NCLO)
Prince Rupert (BO)
Community Law Centre (Quesnel CLO)
Smithers (BO)
L'ax Ghels Community Law Centre Society (Terrace NCLO)
Williams Lake (BO)

Map of Legal Aid Offices

Note: Alert Bay is on Cormorant Island, just south of Sointula Island and east of Vancouver Island.

March 2002